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Executive Group

Position Evaluation Plan

Appendix C Benchmark Positions

September 1992

Canada



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EXECUTIVE GROUP
POSITION EVALUATION PLAN

APPENDIX "C"
BENCHMARK POSITIONS

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INTRODUCTION

Section 5 of the Executive Group Position Evaluation Plan explains how to use these benchmark positions.

The benchmarks have been selected and edited to provide concise, appropriate references for the great variety of management jobs in the Public Service. They are based on actual jobs which exist or have existed. The fact that the organizational context of the actual job may have changed in no way diminishes the validity of a benchmark. It will continue to provide a clear indication of the appropriate rating for any factor for similar positions.

Benchmarks are coded by Function, Know-How Points and Sequence. Thus, K-10-A indicates that the position has been identified as a Central Services Headquarters position, with a Know-How rating of 1056 and that it is the first position in the K-10 group.

The references to first, second and third levels in the benchmarks refer to a position's reporting level in the organization below the deputy head; i.e.; in accordance with normal Public Service practice, an ADM position would be at the first level, a Director General position at the second level and a Director position would be at the third level.

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARKS
INDEX A: FUNCTIONS

FUNCTION	POSITION TITLE	KNOW-HOW	PROBLEM-SOLVING	ACCOUNT-ABILITY	TOTAL	PROFILE
MANAGEMENT SERVICES						
A-9-A	EXEC DIR, CORP SYST & SVCS	GIV3 920	G4(57) 528	G3P 608	2056	A1
A-8-A	DG, FINANCE & ADMIN	GIH3 800	G4(57) 460	G3P 528	1788	A1
A-6-A	DG, MGMT SERVICES	GIH3 608	F4(50) 304	F3P 400	1312	A2
A-6-B	DG, DEPT'L MGMT SVCS	FIH3 608	F4(50) 304	F3P 350	1262	A1
A-5-A	DIR, BRANCH ADMIN SERVICES	FIH3 528	E4(43) 230	E3P 264	1022	A1
A-4-A	DIR, INFO SYSTEMS & SERVICES	FIH3 460	E4(50) 230	E3P 264	954	A1
A-4-B	DIR, ADMINISTRATION	FIH3 460	E4(43) 200	E2P 230	890	A1
FINANCE						
B-9-A	ADM, FINANCE & ADMIN	GIV3 920	G4(66) 608	G4P 700	2228	A1
B-7-A	COMPTROLLER	GIH3 700	F4(57) 400	F5C 400	1500	0
B-7-B	DG, FIN PLANG & PROGRAMMING	GIH3 700	F4(57) 400	F5C 400	1500	0
B-6-A	DG, FINANCE	GIH3 608	F4(57) 350	F2P 350	1308	0
B-5-A	DIR, ACCTING POL & FIN SYS DEVL	GIH2 528	E4(50) 264	E5C 230	1022	P1
B-4-A	REGIONAL MGR, FIN & ADMIN	FIH3 460	E4(43) 200	E2P 230	890	A1
PERSONNEL						
C-9-A	ADM, PERSONNEL	GIV3 920	G4(66) 608	G4P 700	2228	A1
C-8-A	DG, PERSONNEL	GIH3 800	G4(57) 460	G5C 528	1788	A1
C-7-A	DG, PERSONNEL OPERATIONS	GIH3 700	F4(50) 350	F5C 400	1450	A1
C-6-A	DG, PERSONNEL MGMT	FIH3 608	F4(57) 350	F2P 350	1308	0
C-5-A	DG, PERSONNEL ADMIN	FIH3 528	F4(57) 304	F4C 304	1136	0
C-4-A	REGIONAL PERSONNEL ADMIN MGR	FIH3 460	E4(43) 200	E2P 230	890	A1
C-4-B	DIR, ORG & CLASSIFICATION	FIH3 460	E4(43) 200	E2P 200	860	0
COMMUNICATIONS						
D-9-A	ADM, COMMUNICATIONS & CULTURE	GIV3 920	G4(66) 608	G3P 700	2228	A1
D-8-A	ASST SEC TO THE CABINET, COMMS	GIV3 800	G4(66) 528	G5C 608	1936	A1

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARKS
INDEX A: FUNCTIONS

FUNCTION	POSITION TITLE	KNOW- HOW	PROBLEM- SOLVING	ACCOUNT- ABILITY	TOTAL	PROFILE
COMMUNICATIONS (Cont'd...)						
D-7-A	DG, PUBLIC AFFAIRS	GIH3	F4(57) 400	F5C 460	1560	A1
D-6-A	DG, COMMUNICATIONS	FIH3	F4(57) 350	F2P 350	1308	0
D-5-A	DG, COMMUNICATIONS	FIH3	F4(50) 264	F2P 264	1056	0
D-4-A	DIR, PUBLIC AFFAIRS	FIH3	E4(43) 200	E2P 200	860	0
PROGRAM EVALUATION						
E-8-A	DG, PROGRAM EVALUATION	GIH3	F4(57) 460	F6C 460	1720	0
E-7-A	DG, PROGRAM AUDIT & REVIEW	GIH3	F4(57) 400	F5C 400	1500	0
E-5-A	DIR, PROGRAM EVALUATION	FIH3	F4(50) 264	E5C 264	1056	0
E-4-A	DIR, PROGRAM EVALUATION	FIH3	E4(43) 200	E5C 230	890	A1
INTERNAL AUDIT						
F-7-A	DG, INTERNAL AUDIT BUREAU	GIH3	F4(57) 400	F3P 460	1560	A1
F-6-A	DG, INTERNAL AUDIT	FIH3	F4(57) 350	F5C 400	1358	A1
F-5-A	DIR, INTERNAL AUDIT	FIH3	F4(57) 304	F4C 304	1136	0
F-4-A	DIR, INTERNAL AUDIT	FIH3	E4(50) 230	E2P 230	920	0
F-4-B	DIR, SECTOR OPERATIONS AUDIT	FIH3	E4(43) 200	E2P 200	860	0
INFORMATICS						
G-10-A	ADM, POLICY & SYST	GIV3	G4(66) 700	G4P 800	2556	A1
G-9-A	ASS'T CHF STATS, METHOD & INFOMATICS	GIV3	G4(66) 608	G3P 700	2228	A1
G-8-A	DG, SYSTEMS	GIH3	F4(57) 460	F4P 528	1788	A1
G-7-A	DG, INFORMATICS	GIH3	F4(57) 400	F3P 460	1560	A1
G-7-B	DG, INFORMATICS SVCS	GIH3	F4(57) 400	F3P 400	1500	0
G-6-A	DG, COMPUTER OPERATIONS	FIH3	F4(50) 304	F3P 400	1312	A2
G-5-A	DIR, EDP SYST & OPERATIONS	FIH3	E4(50) 264	E3P 264	1056	0
G-4-A	CHIEF, DATA MGMT	FIH3	E4(43) 200	E2P 200	860	0

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARKS
INDEX A: FUNCTIONS

FUNCTION	POSITION TITLE	KNOW- HOW	PROBLEM- SOLVING	ACCOUNT- ABILITY	TOTAL	PROFILE
<u>POLICY</u>						
H-10-A	ADM, POLICY & COORDINATION	GIV3	1056	G5C	2456	0
H-9-A	ADM, CORPORATE POLICY & COMMS	GIV3	920	G3P	2228	A1
H-9-B	ADM, CORPORATE POLICY	GIV3	920	G5C	2136	0
H-8-A	DG, LEGISLATIVE REVIEW	GIH3	800	F4S	1660	P1
H-6-A	DG, POLICY & EVALUATION	GIH3	608	F2P	1262	P1
H-5-A	DIR, POLICY & LEGISLATION	FII3	528	E2P	1022	P1
H-4-A	SENIOR POLICY ANALYST	GIH2	460	F4I	920	0
H-4-B	DIR, HERITAGE POLICY	FII3	460	E2P	920	0
H-4-C	DIR, CLIENT CONSULTATION	FII3	460	F1P	890	P1
<u>PLANNING</u>						
I-9-A	ADM, STRATEGIC POLICY & PLANNING	GIV3	920	G6C	2228	A1
I-7-A	DG, POLICY & PROGRAM ANALYSIS	GIH3	700	F6I	1450	P1
I-6-A	DG, CORPORATE PLANNING	GIH3	608	F5C	1358	A1
I-5-A	DIR, PROGRAM PLANNING & ANALYSIS	FIIH2	528	E4S	1056	0
I-4-A	CHIEF, PLANNING	FII3	460	E2P	920	0
I-4-B	CHIEF, HERITAGE PLANNING	FII3	460	E2P	860	0
<u>CENTRAL AGENCIES</u>						
J-10-A	ADM, ECO DEVMT POLICY BRANCH	GIV3	1056	G6C	2676	A2
J-9-A	EXEC DIR, APPEALS & INVESTIGATIONS	GIV3	920	G6I	2136	0
J-8-A	ASSISTANT SECRETARY, INFO MGMT	GIV3	800	F6C	1868	A2
J-7-A	DIR, OFFICIAL LANGUAGES POLICY	GIH3	700	F4C	1450	P1
J-6-A	DG, APPEALS	GIH3	608	F2P	1308	0
J-5-A	PRIVY COUNCIL OFFICER	GIH3	528	F3C	1022	P1

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARKS
INDEX A: FUNCTIONS

FUNCTION	POSITION TITLE	KNOW- HOW	PROBLEM- SOLVING	ACCOUNT- ABILITY	TOTAL	PROFILE
CENTRAL SERVICES (HQ)						
K-10-A	ADM, SUPPLY OPERATIONS	GIV3	G4(66)	800	2556	A1
K-7-A	DG, HISTORICAL RESOURCES BRANCH	GIH3	F4(57)	460	1560	A1
K-6-A	DG, TRANSLATION OPERATIONS	GIH3	F4(50)	460	1372	A3
K-6-B	DIR MARKETING DIVISION	FIH3	F4(57)	304	1262	P1
K-5-A	DIR, TECHNICAL SERVICES	FIH3	F4(50)	400	1192	A3
K-5-B	DIR, ENVIRONMENTAL DESIGN	GIH3	F4(50)	264	1056	0
CENTRAL SERVICES (REGIONS)						
KK-9-A	ADM, REGIONAL OPERATIONS	GIV3	G4(57)	920	2368	A4
KK-7-A	DG, WESTERN REGION	GIH3	F4(50)	528	1578	A3
KK-6-A	REGIONAL DIR, REALTY SERVICES	FIH3	F4(50)	400	1312	A2
KK-5-A	REGIONAL MANAGER, PROPERTY ADMIN	FIH3	E4(43)	304	1062	A2
INTERGOVERNMENTAL/FEDERAL-PROVINCIAL AFFAIRS						
L-10-A	DEP SEC TO CABINET, INTERGOV AFFS	GIV3	G4(66)	800	2556	A1
L-8-A	ADM, INTERGOV'L & INT'L AFFAIRS	GIH3	G4(66)	528	1856	0
L-6-A	DG, FEDERAL-PROVINCIAL RELATIONS	GIH3	F4(57)	350	1262	P1
L-6-B	SENIOR ADV, SOCIAL POLICY & PROGS	FIH3	F4(50)	264	1176	P1
L-5-A	DIR, PROVINCIAL & INT'L RELATIONS	GIH3	F4(50)	264	1056	0
L-4-A	DIR, INTERGOVTAL & INDUSTRY RELS	FIH3	E4(50)	200	890	P1
INTERNATIONAL AFFAIRS (DEPARTMENTS)						
M-8-A	DG, INT'L PROGRAMS	GIH3	G4(57)	528	1788	A1
M-7-A	DG, INT'L RELATIONS	GIH3	F4(57)	460	1560	A1
M-6-A	DIR, INT'L AFFAIRS	GIH3	F4(50)	304	1216	0
M-5-A	DIR, INT'L OPERATIONS	GIH3	F4(50)	264	1056	0
M-4-A	DIR, INT'L CULTURAL AFFAIRS	FIH3	E4(50)	230	920	0

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARKS
INDEX A: FUNCTIONS

FUNCTION	POSITION TITLE	KNOW- HOW	PROBLEM- SOLVING	ACCOUNT- ABILITY	TOTAL	PROFILE
INTERNATIONAL REPRESENTATION						
N-10-A	HEAD OF POST	GIV3	1056	G4(66)	700	2556 A1
N-9-A	ADM, AFRICA & MIDDLE EAST	GIV3	920	G4(66)	608	2136 0
N-8-A	VP, FRANCOPHONE AFRICA	GIV3	800	G4(57)	460	1960 A3
N-7-A	HEAD OF POST/AMBASSADOR	GIH3	700	F4(50)	350	1400 0
N-6-A	CONSUL & SENIOR TRADE COMM	FIH3	608	F4(50)	304	1262 A1
N-5-A	COUNSELLOR (DEVELOPMENT)	FIH3	528	F4(50)	264	1056 0
RESEARCH						
O-10-A	ADM, RESEARCH	GIV3	1056	G4(66)	700	2556 A1
O-9-A	ADM, GEOLOGICAL SURVEY OF CANADA	GIV3	920	G4(66)	608	2228 A1
O-8-A	DG, WESTERN REGION	GIH3	800	F4(57)	460	1788 A1
O-7-A	DG, RESEARCH & DEVELOPMENT	GIH3	700	F4(57)	400	1500 0
O-7-B	DG, FOREST SCIENCE	GIH3	700	F4(57)	400	1500 0
O-6-A	DIR, BIOLOGICAL SCIENCES	GIH3	608	F4(57)	350	1308 0
O-6-B	DIR, FOOD RESEARCH CENTRE	GIH3	608	F4(57)	350	1262 P1
O-5-A	PROGRAM DIR	GIH3	528	F4(50)	264	1056 0
REGULATORY (DEPARTMENTS)						
P-10-A	ADM, HEALTH PROTECTION	GIV3	1056	G4(66)	700	2556 A1
P-9-A	ADM, CUSTOMS PROGRAM	GIV3	920	G4(66)	608	2136 0
P-8-A	DG, NUCLEAR SAFETY	HIH3	800	G4(57)	460	1660 P1
P-7-A	REGIONAL DG AVIATION	GIH3	700	F4(57)	400	1628 A2
P-7-B	EXEC DIR, INTELLECTUAL PROPERTY	GIH3	700	F4(57)	400	1560 A1
P-7-C	DG, TARIFF PROGRAM	GIH3	700	G4(57)	400	1500 0
P-6-A	REGIONAL DG, BRITISH COLUMBIA	FIH3	608	F4(50)	304	1312 A2
P-6-B	REG DIR, FISH & HABITAT MANAGEMENT	FIH3	608	F4(50)	304	1312 A2
P-5-A	DIR, TOXIC CHEMICALS ISSUE MGMT	FIH3	528	F4(50)	264	1056 0

**GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARKS**

INDEX A: FUNCTIONS

FUNCTION	POSITION TITLE	KNOW-HOW	PROBLEM-SOLVING	ACCOUNT-ABILITY	TOTAL	PROFILE
REGULATORY (DEPARTMENTS) (Cont'd...)						
P-4-A	REGIONAL DIR, VETERINARY MEDICINE	FII3	E4(50)	E3P	264	954 A1
P-4-B	AREA MANAGER, SW NOVA SCOTIA	FII3	E4(43)	E3P	264	924 A2
P-4-C	DIR, REGIONAL INSPECTION SERVICES	FII3	E4(43)	E2P	200	860 0
REGULATORY (AGENCY)						
Q-7-A	EXEC DIR, PAT MED PRICES REV SEC	GI13	G4(57)	G2P	460	1560 A1
Q-6-A	DG, FINANCIAL ANALYSIS	FII3	F4(57)	F2P	304	1262 P1
Q-5-A	DG, OPERATIONAL POLICY & PLANNING	FII3	F4(50)	E3P	264	1056 0
Q-4-A	DIR, FINANCIAL ANALYSIS	FII3	F4(50)	E2P	230	920 0
SECRETARIAT						
R-5-A	EXECUTIVE SECRETARY	FII3	F4(50)	F2P	304	1096 A1
R-4-A	EXEC DIR, COUNCIL SECRETARIAT	FII3	F4(50)	F2P	264	954 A1
R-4-B	CORPORATE SECRETARY	FII3	E4(43)	E2P	200	860 0
PROGRAM DELIVERY: LARGER DEPTS (HQ)						
SA-10-A	ADM, CONSERVATION AND PROTECTION	GIV3	G4(66)	G4P	800	2556 A1
SA-9-A	ADM, NORTHERN AFFAIRS PROGRAM	GIV3	G4(66)	G3P	700	2228 A1
SA-8-A	DG, DRUGS	GI13	F4(57)	F3P	400	1660 P1
SA-7-A	DG, FLEET SYSTEMS	GI13	F4(57)	F5C	460	1560 A1
SA-5-A	DIR, IMMIGRATION & REFUGEE AFFAIRS	FII3	F4(50)	F2P	264	1056 0
SA-5-B	DIR, FOOD DEVELOPMENT	FII3	E4(50)	E2P	230	1022 P1
PROGRAM DELIVERY: SMALLER DEPTS						
SB-10-A	ADM, INDUSTRY MARKETING	GIV3	G4(66)	G3P	700	2456 0
SB-9-A	ADM, CORPORATE AFFAIRS	GIV3	G4(66)	G4P	700	2228 A1
SB-9-B	ADM, TOURISM	GIV3	G4(66)	G4S	608	2136 0
SB-7-A	DG, OCCUPATIONAL SAFETY & HEALTH	GI13	F4(57)	F2P	350	1450 P1

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARKS
INDEX A: FUNCTIONS

FUNCTION	POSITION TITLE	KNOW-HOW	PROBLEM-SOLVING	ACCOUNT-ABILITY	TOTAL	PROFILE
PROGRAM DELIVERY: SMALLER DEPTS (Cont'd...)						
SB-6-A	REGIONAL DG, ONTARIO	FIII3 608	F4(50) 304	F3P 350	1262	A1
SB-5-A	REGIONAL DIRECTOR CAPITAL REGION	FIII3 528	F4(50) 264	F2P 304	1096	A1
SB-4-A	DIR, ARBITRATION SERVICES	FII3 460	E4(43) 200	E1P 175	835	P1
PROGRAM DELIVERY: LARGER DEPTS (REGIONS)						
SSA-9-A	EXECUTIVE DIRECTOR, ONT REGION	GIV3 920	G4(66) 608	G4P 920	2448	A3
SSA-7-A	DG, REGIONAL OPERATIONS	GI1I3 700	F4(57) 400	F3P 460	1560	A1
SSA-6-A	DG, EMPLOYMENT, QUEBEC REGION	GI1I3 608	F4(57) 350	F3P 400	1358	A1
SSA-6-B	DIR NORTH YORK DISTRICT OFFICE	FIII3 608	F4(50) 304	F3P 400	1312	A2
SSA-6-C	REGIONAL DIRECTOR, OPERATIONS	FIII3 608	F4(50) 304	F2P 350	1262	A1
SSA-5-A	REGIONAL DIRECTOR, S-W ONTARIO	FIII3 528	E4(50) 264	F2P 304	1096	A1
SSA-5-B	SUPER, JASPER PARK ENVIRONMENT	FIII3 528	E4(43) 230	E3P 304	1062	A2
SSA-4-A	DIR, AGRI-FOOD DVLPMNT, N.S.	FIII3 460	F4(50) 230	F3C 230	920	0
SERVICE DELIVERY: LARGER DEPTS						
TA-10-A	ADM-MARINE/COMMI	GIV3 1056	G4(66) 700	G5P 920	2676	A2
TA-9-A	ADM, MEDICAL SERVICES BRANCH	GIV3 920	G4(66) 608	G4P 800	2328	A2
TA-7-A	DG, OPERATIONS, ONTARIO REGION	GI1I3 700	F4(57) 400	F4P 528	1628	A2
TA-7-B	REGIONAL DG, ONTARIO	GI1I3 700	F4(57) 400	F3P 460	1560	A1
TA-6-A	DG, NEWFOUNDLAND REGION	GI1I3 608	F4(50) 304	F4P 460	1372	A3
TA-6-B	REGIONAL DIR, MANITOBA REGION	FIII3 608	F4(57) 350	F3P 400	1358	A1
TA-5-A	INSTITUTIONAL WARDEN	FIII3 528	F4(50) 264	F3P 400	1192	A3
TA-5-B	DIR, TAX INTERPRETATIONS	GI1I3 528	F4(50) 264	F2P 264	1056	0
TA-4-A	DIR, IMMIGRATION, ALTA/NWT REGION	FII3 460	F4(50) 230	E3P 264	954	A1
TA-4-B	AREA MANAGER, WINDSOR	FII3 460	E4(43) 200	E3P 264	924	A2
TA-4-C	CANAL SUPERINTENDENT	FII3 460	E4(43) 200	E3P 264	924	A2
TA-4-D	MGR, SASKATCHEWAN REG DIVISION	FII3 460	E4(50) 230	E2P 230	920	0

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARKS
INDEX A: FUNCTIONS

FUNCTION	POSITION TITLE	KNOW-HOW	PROBLEM-SOLVING	ACCOUNT-ABILITY	TOTAL	PROFILE
SERVICE DELIVERY: SMALLER DEPTS						
TB-9-A	ADM, CONSUMER AFFAIRS	GIV3	920	G4(66)	608	G4P 700 2228 A1
TB-7-A	EXECUTIVE DIR, ATLANTIC REGION	GIII3	700	G4(57)	400	G3P 528 1628 A2
TB-7-B	DG, MEDIATION & CONCILIATION	GIII3	700	F4(57)	400	F6C 460 1560 A1
TB-7-C	REGIONAL DG, QUÉBEC	GIII3	700	F4(57)	400	F3P 460 1560 A1
TB-6-A	DG, EDUCATION	FIII3	608	F4(57)	350	F5C 350 1308 0
TB-6-B	REGIONAL DIRECTOR, OPERATIONS	FIII3	608	F4(50)	304	F2P 350 1262 A1
TB-5-A	REGIONAL DIRECTOR, YUKON	FIII3	608	F4(50)	304	F2P 304 1216 0
TB-5-B	REGIONAL DIRECTOR, QUEBEC	FIII3	528	F4(50)	264	F3P 400 1192 A3
TB-5-C	GM, VANCOUVER INT'L AIRPORT	FIII3	528	F4(50)	264	F3P 400 1192 A3
TB-5-D	DG, PUBLIC PROGRAMS	FIII3	528	F4(50)	264	F3P 350 1142 A2
TB-5-E	REGIONAL DG, PACIFIC REGION	FIII3	528	F4(50)	264	F4C 304 1096 A1
TB-4-A	REGIONAL DIR (REGISTRAR), ATLANTIC	FII3	460	F4(50)	230	F1P 230 920 0

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARKS
INDEX B: LEVELS

FUNCTION	POSITION TITLE	KNOW- HOW	PROBLEM- SOLVING	ACCOUNT- ABILITY	TOTAL	PROFILE
EX-05						
J-10-A	ADM, ECO DEVMT POLICY BRANCH	GIV3	1056	G4(66)	700	2676 A2
TA-10-A	ADM-MARINE/COMMI	GIV3	1056	G4(66)	700	2676 A2
O-10-A	ADM, RESEARCH	GIV3	1056	G4(66)	700	2556 A1
L-10-A	DEP SEC TO CABINET, INTERGOV AFFS	GIV3	1056	G4(66)	700	2556 A1
G-10-A	ADM, POLICY & SYST	GIV3	1056	G4(66)	700	2556 A1
K-10-A	ADM, SUPPLY OPERATIONS	GIV3	1056	G4(66)	700	2556 A1
SA-10-A	ADM, CONSERVATION AND PROTECTION	GIV3	1056	G4(66)	700	2556 A1
N-10-A	HEAD OF POST	GIV3	1056	G4(66)	700	2556 A1
P-10-A	ADM, HEALTH PROTECTION	GIV3	1056	G4(66)	700	2556 A1
SB-10-A	ADM, INDUSTRY MARKETING	GIV3	1056	G4(66)	700	2456 0
H-10-A	ADM, POLICY & COORDINATION	GIV3	1056	G4(66)	700	2456 0
SSA-9-A	EXECUTIVE DIRECTOR, ONT REGION	GIV3	920	G4(66)	608	2448 A3
EX-04						
KK-9-A	ADM, REGIONAL OPERATIONS	GIV3	920	G4(57)	528	2368 A4
TA-9-A	ADM, MEDICAL SERVICES BRANCH	GIV3	920	G4(66)	608	2328 A2
G-9-A	ASS'T CHF STATS, METHOD & INFOMATICS	GIV3	920	G4(66)	608	2228 A1
B-9-A	ADM, FINANCE & ADMIN	GIV3	920	G4(66)	608	2228 A1
SB-9-A	ADM, CORPORATE AFFAIRS	GIV3	920	G4(66)	608	2228 A1
SA-9-A	ADM, NORTHERN AFFAIRS PROGRAM	GIV3	920	G4(66)	608	2228 A1
H-9-A	ADM, CORPORATE POLICY & COMMS	GIV3	920	G4(66)	608	2228 A1
O-9-A	ADM, GEOLOGICAL SURVEY OF CANADA	GIV3	920	G4(66)	608	2228 A1
I-9-A	ADM, STRATEGIC POLICY & PLANNING	GIV3	920	G4(66)	608	2228 A1
D-9-A	ADM, COMMUNICATIONS & CULTURE	GIV3	920	G4(66)	608	2228 A1
C-9-A	ADM, PERSONNEL	GIV3	920	G4(66)	608	2228 A1
TB-9-A	ADM, CONSUMER AFFAIRS	GIV3	920	G4(66)	608	2228 A1
H-9-B	ADM, CORPORATE POLICY	GIV3	920	G4(66)	608	2136 0
P-9-A	ADM, CUSTOMS PROGRAM	GIV3	920	G4(66)	608	2136 0

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARKS
INDEX B: LEVELS

FUNCTION	POSITION TITLE	KNOW-HOW	PROBLEM-SOLVING	ACCOUNT-ABILITY	TOTAL	PROFILE
EX-04 (Cont'd...)						
N-9-A	ADM, AFRICA & MIDDLE EAST	GIV3	920	G4(66)	608	2136 0
J-9-A	EXEC DIR, APPEALS & INVESTIGATIONS	GIV3	920	G4(66)	608	2136 0
SB-9-B	ADM, TOURISM	GIV3	920	G4(66)	608	2136 0
A-9-A	EXEC DIR, CORP SYST & SVCS	GIV3	920	G4(57)	528	2056 A1
N-8-A	VP, FRANCOPHONE AFRICA	GIV3	800	G4(57)	460	1960 A3
D-8-A	ASS'T SEC TO THE CABINET, COMMS	GIV3	800	G4(66)	528	1936 A1
J-8-A	ASSISTANT SECRETARY, INFO MGMT	GIV3	800	G4(57)	460	1868 A2
EX-03						
L-8-A	ADM, INTERGOV'L & INT'L AFFAIRS	GIII3	800	G4(66)	528	1856 0
M-8-A	DG, INT'L PROGRAMS	GIII3	800	G4(57)	460	1788 A1
C-8-A	DG, PERSONNEL	GIII3	800	G4(57)	460	1788 A1
A-8-A	DG, FINANCE & ADMIN	GIII3	800	G4(57)	460	1788 A1
G-8-A	DG, SYSTEMS	GIII3	800	F4(57)	460	1788 A1
O-8-A	DG, WESTERN REGION	GIII3	800	F4(57)	460	1788 A1
E-8-A	DG, PROGRAM EVALUATION	GIII3	800	F4(57)	460	1720 0
H-8-A	DG, LEGISLATIVE REVIEW	GIII3	800	F4(57)	460	1660 P1
P-8-A	DG, NUCLEAR SAFETY	HI13	800	G4(57)	460	1660 P1
SA-8-A	DG, DRUGS	GIII3	800	F4(57)	460	1660 P1
P-7-A	REGIONAL DG AVIATION	GIII3	700	F4(57)	400	1628 A2
TA-7-A	DG, OPERATIONS, ONTARIO REGION	GIII3	700	F4(57)	400	1628 A2
TB-7-A	EXECUTIVE DIR, ATLANTIC REGION	GIII3	700	G4(57)	400	1628 A2
KK-7-A	DG, WESTERN REGION	GIII3	700	F4(50)	350	1578 A3
TB-7-B	DG, MEDIATION & CONCILIATION	GIII3	700	F4(57)	400	1560 A1
P-7-B	EXEC DIR, INTELLECTUAL PROPERTY	GIII3	700	F4(57)	400	1560 A1
SSA-7-A	DG, REGIONAL OPERATIONS	GIII3	700	F4(57)	400	1560 A1
TA-7-B	REGIONAL DG, ONTARIO	GIII3	700	F4(57)	400	1560 A1

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARKS
INDEX B: LEVELS

FUNCTION	POSITION TITLE	KNOW- HOW	PROBLEM- SOLVING	ACCOUNT- ABILITY	TOTAL	PROFILE
EX-03 (Cont'd...)						
TB-7-C	REGIONAL DG, QUÉBEC	GIII3	700	F4(57)	400	F3P 1560 A1
D-7-A	DG, PUBLIC AFFAIRS	GIII3	700	F4(57)	400	F5C 1560 A1
M-7-A	DG, INT'L RELATIONS	GIII3	700	F4(57)	400	F4S 1560 A1
K-7-A	DG, HISTORICAL RESOURCES BRANCH	GIII3	700	F4(57)	400	F3P 1560 A1
Q-7-A	EXEC DIR, PAT MED PRICES REV SEC	GIII3	700	G4(57)	400	G2P 1560 A1
SA-7-A	DG, FLEET SYSTEMS	GIII3	700	F4(57)	400	F5C 1560 A1
G-7-A	DG, INFORMATICS	GIII3	700	F4(57)	400	F3P 1560 A1
F-7-A	DG, INTERNAL AUDIT BUREAU	GIII3	700	F4(57)	400	F3P 1560 A1
EX-02						
O-7-A	DG, RESEARCH & DEVELOPMENT	GIII3	700	F4(57)	400	F3P 1500 0
O-7-B	DG, FOREST SCIENCE	GIII3	700	F4(57)	400	F3P 1500 0
G-7-B	DG, INFORMATICS SVCS	GIII3	700	F4(57)	400	F3P 1500 0
B-7-A	COMPTROLLER	GIII3	700	F4(57)	400	F5C 1500 0
E-7-A	DG, PROGRAM AUDIT & REVIEW	GIII3	700	F4(57)	400	F5C 1500 0
P-7-C	DG, TARIFF PROGRAM	GIII3	700	G4(57)	400	F3P 1500 0
B-7-B	DG, FIN PLANG & PROGRAMMING	GIII3	700	F4(57)	400	F5C 1500 0
I-7-A	DG, POLICY & PROGRAM ANALYSIS	GIII3	700	F4(57)	400	F6I 1450 P1
SB-7-A	DG, OCCUPATIONAL SAFETY & HEALTH	GIII3	700	F4(57)	400	F2P 1450 P1
C-7-A	DG, PERSONNEL OPERATIONS	GIII3	700	F4(50)	350	F5C 1450 A1
J-7-A	DIR, OFFICIAL LANGUAGES POLICY	GIII3	700	F4(57)	400	F4C 1450 P1
N-7-A	HEAD OF POST/AMBASSADOR	GIII3	700	F4(50)	350	F4C 1400 0
K-6-A	DG, TRANSLATION OPERATIONS	GIII3	608	F4(50)	304	F4P 1372 A3
TA-6-A	DG, NEWFOUNDLAND REGION	GIII3	608	F4(50)	304	F4P 1372 A3
F-6-A	DG, INTERNAL AUDIT	FIII3	608	F4(57)	350	F5C 1358 A1
TA-6-B	REGIONAL DIR, MANITOBA REGION	FIII3	608	F4(57)	350	F3P 1358 A1
I-6-A	DG, CORPORATE PLANNING	GIII3	608	F4(57)	350	F5C 1358 A1
SSA-6-A	DG, EMPLOYMENT, QUEBEC REGION	GIII3	608	F4(57)	350	F3P 1358 A1

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARKS
INDEX B: LEVELS

FUNCTION	POSITION TITLE	KNOW- HOW	PROBLEM- SOLVING	ACCOUNT- ABILITY	TOTAL	PROFILE
EX-02 (Cont'd...)						
G-6-A	DG, COMPUTER OPERATIONS	FIII3	608	F4(50)	304	F3P 400 1312 A2
A-6-A	DG, MGMT SERVICES	GIII3	608	F4(50)	304	F3P 400 1312 A2
SSA-6-B	DIR NORTH YORK DISTRICT OFFICE	FIII3	608	F4(50)	304	F3P 400 1312 A2
P-6-B	REG DIR, FISH & HABITAT MANAGEMENT	FIII3	608	F4(50)	304	F3P 400 1312 A2
P-6-A	REGIONAL DG, BRITISH COLUMBIA	FIII3	608	F4(50)	304	F3P 400 1312 A2
KK-6-A	REGIONAL DIR, REALTY SERVICES	FIII3	608	F4(50)	304	F3P 400 1312 A2
TB-6-A	DG, EDUCATION	FIII3	608	F4(57)	350	F5C 350 1308 0
B-6-A	DG, FINANCE	GIII3	608	F4(57)	350	F2P 350 1308 0
J-6-A	DG, APPEALS	GIII3	608	F4(57)	350	F2P 350 1308 0
D-6-A	DG, COMMUNICATIONS	FIII3	608	F4(57)	350	F2P 350 1308 0
C-6-A	DG, PERSONNEL MGMT	FIII3	608	F4(57)	350	F2P 350 1308 0
O-6-A	DIR, BIOLOGICAL SCIENCES	GII3	608	F4(57)	350	F3P 350 1308 0
K-6-B	DIR MARKETING DIVISION	FIII3	608	F4(57)	350	F4C 304 1262 P1
L-6-A	DG, FEDERAL-PROVINCIAL RELATIONS	GIII3	608	F4(57)	350	F2P 304 1262 P1
TB-6-B	REGIONAL DIRECTOR, OPERATIONS	FIII3	608	F4(50)	304	F2P 350 1262 A1
N-6-A	CONSUL & SENIOR TRADE COMM	FIII3	608	F4(50)	304	F5I 350 1262 A1
Q-6-A	DG, FINANCIAL ANALYSIS	FIII3	608	F4(57)	350	F2P 304 1262 P1
SB-6-A	REGIONAL DG, ONTARIO	FIII3	608	F4(50)	304	F3P 350 1262 A1
O-6-B	DIR, FOOD RESEARCH CENTRE	GII3	608	F4(57)	350	F2P 304 1262 P1
H-6-A	DG, POLICY & EVALUATION	GIII3	608	F4(57)	350	F2P 304 1262 P1
SSA-6-C	REGIONAL DIRECTOR, OPERATIONS	FIII3	608	F4(50)	304	F2P 350 1262 A1
A-6-B	DG, DEPT'L MGMT SVCS	FIII3	608	F4(50)	304	F3P 350 1262 A1
EX-01						
TB-5-A	REGIONAL DIRECTOR, YUKON	FIII3	608	F4(50)	304	F2P 304 1216 0
M-6-A	DIR, INT'L AFFAIRS	GIII3	608	F4(50)	304	F2P 304 1216 0
TA-5-A	INSTITUTIONAL WARDEN	FIII3	528	F4(50)	264	F3P 400 1192 A3
TB-5-C	GM, VANCOUVER INT'L AIRPORT	FIII3	528	F4(50)	264	F3P 400 1192 A3

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARKS
INDEX B: LEVELS

FUNCTION	POSITION TITLE	KNOW. HOW	PROBLEM- SOLVING	ACCOUNT- ABILITY	TOTAL	PROFILE
EX-01 (Cont'd...)						
TB-5-B	REGIONAL DIRECTOR, QUEBEC	FIII3	F4(50)	F3P	1192	A3
K-5-A	DIR, TECHNICAL SERVICES	FIII3	F4(50)	F3P	1192	A3
L-6-B	SENIOR ADV, SOCIAL POLICY & PROGS	FIII3	F4(50)	E6I	1176	P1
TB-5-D	DG, PUBLIC PROGRAMS	FIII3	F4(50)	F3P	1142	A2
F-5-A	DIR, INTERNAL AUDIT	FIII3	F4(57)	F4C	1136	0
C-5-A	DG, PERSONNEL ADMIN	FIII3	F4(57)	F4C	1136	0
TB-5-E	REGIONAL DG, PACIFIC REGION	FIII3	F4(50)	F4C	1096	A1
SB-5-A	REGIONAL DIRECTOR CAPITAL REGION	FIII3	F4(50)	F2P	1096	A1
SSA-5-A	REGIONAL DIRECTOR, S-W ONTARIO	FIII3	E4(50)	F2P	1096	A1
R-5-A	EXECUTIVE SECRETARY	FIII3	F4(50)	F2P	1096	A1
KK-5-A	REGIONAL MANAGER, PROPERTY ADMIN	FIII3	E4(43)	E4P	1062	A2
SSA-5-B	SUPER, JASPER PARK ENVIRONMENT	FIII3	E4(43)	E3P	1062	A2
E-5-A	DIR, PROGRAM EVALUATION	FIII3	F4(50)	E5C	1056	0
G-5-A	DIR, EDP SYST & OPERATIONS	FIII3	E4(50)	E3P	1056	0
D-5-A	DG, COMMUNICATIONS	FIII3	F4(50)	F2P	1056	0
M-5-A	DIR, INT'L OPERATIONS	GH3	F4(50)	F2P	1056	0
O-5-A	PROGRAM DIR	GH3	F4(50)	F3S	1056	0
L-5-A	DIR, PROVINCIAL & INT'L RELATIONS	GH3	F4(50)	F2P	1056	0
K-5-B	DIR, ENVIRONMENTAL DESIGN	GH3	F4(50)	F2P	1056	0
N-5-A	COUNSELLOR (DEVELOPMENT)	FIII3	F4(50)	F4C	1056	0
I-5-A	DIR, PROGRAM PLANNING & ANALYSIS	FIII2	F4(50)	E4S	1056	0
TA-5-B	DIR, TAX INTERPRETATIONS	GH3	F4(50)	F2P	1056	0
Q-5-A	DG, OPERATIONAL POLICY & PLANNING	FIII3	F4(50)	E3P	1056	0
P-5-A	DIR, TOXIC CHEMICALS ISSUE MGMT	FIII3	F4(50)	E5C	1056	0
SA-5-A	DIR, IMMIGRATION & REFUGEE AFFAIRS	FIII3	F4(50)	F2P	1056	0
SA-5-B	DIR, FOOD DEVELOPMENT	FIII3	E4(50)	E2P	1022	P1
A-5-A	DIR, BRANCH ADMIN SERVICES	FIII3	E4(43)	E3P	1022	A1
H-5-A	DIR, POLICY & LEGISLATION	FIII3	F4(50)	E2P	1022	P1

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARKS
INDEX B: LEVELS

FUNCTION	POSITION TITLE	KNOW- HOW	PROBLEM- SOLVING	ACCOUNT- ABILITY	TOTAL	PROFILE
EX-01 (Cont'd...)						
J-5-A	PRIVY COUNCIL OFFICER	GI13	F4(50)	F3C	230	1022 P1
B-5-A	DIR, ACCTING POL & FIN SYS DEVL	GI12	E4(50)	E5C	230	1022 P1
P-4-A	REGIONAL DIR, VETERINARY MEDICINE	FI13	E4(50)	E3P	264	954 A1
R-4-A	EXEC DIR, COUNCIL SECRETARIAT	FI13	F4(50)	F2P	264	954 A1
TA-4-A	DIR, IMMIGRATION, ALTA/NWT REGION	FI13	F4(50)	E3P	264	954 A1
A-4-A	DIR, INFO SYSTEMS & SERVICES	FI13	E4(50)	E3P	264	954 A1
TA-4-B	AREA MANAGER, WINDSOR	FI13	E4(43)	E3P	264	924 A2
P-4-B	AREA MANAGER, SW NOVA SCOTIA	FI13	E4(43)	E3P	264	924 A2
TA-4-C	CANAL SUPERINTENDENT	FI13	E4(43)	E3P	264	924 A2
TB-4-A	REGIONAL DIR (REGISTRAR), ATLANTIC	FI13	F4(50)	F1P	230	920 0
TA-4-D	MGR, SASKATCHEWAN REG DIVISION	FI13	E4(50)	E2P	230	920 0
SSA-4-A	DIR, AGRI-FOOD DVLPMNT, N.S.	FI13	F4(50)	F3C	230	920 0
H-4-B	DIR, HERITAGE POLICY	FI13	E4(50)	E2P	230	920 0
F-4-A	DIR, INTERNAL AUDIT	FI13	E4(50)	E2P	230	920 0
I-4-A	CHIEF, PLANNING	FI13	F4(50)	E2P	230	920 0
H-4-A	SENIOR POLICY ANALYST	GI12	F4(50)	F4I	230	920 0
M-4-A	DIR, INT'L CULTURAL AFFAIRS	FI13	E4(50)	E3C	230	920 0
Q-4-A	DIR, FINANCIAL ANALYSIS	FI13	F4(50)	E2P	230	920 0
BELOW 920						
E-4-A	DIR, PROGRAM EVALUATION	FI13	E4(43)	E5C	230	890 A1
H-4-C	DIR, CLIENT CONSULTATION	FI13	F4(50)	F1P	200	890 P1
L-4-A	DIR, INTERGOVTAL & INDUSTRY RELS	FI13	E4(50)	E2P	200	890 P1
A-4-B	DIR, ADMINISTRATION	FI13	E4(43)	E2P	230	890 A1
B-4-A	REGIONAL MGR, FIN & ADMIN	FI13	E4(43)	E2P	230	890 A1
C-4-A	REGIONAL PERSONNEL ADMIN MGR	FI13	E4(43)	E2P	230	890 A1
C-4-B	DIR, ORG & CLASSIFICATION	FI13	E4(43)	E2P	200	860 0

**GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARKS
INDEX B: LEVELS**

FUNCTION	POSITION TITLE	KNOW- HOW	PROBLEM- SOLVING	ACCOUNT- ABILITY	TOTAL	PROFILE
<u>BELOW 920 (Cont'd...)</u>						
D-4-A	DIR, PUBLIC AFFAIRS	FI13	E4(43)	E2P	200	860 0
P-4-C	DIR, REGIONAL INSPECTION SERVICES	FI13	E4(43)	E2P	200	860 0
I-4-B	CHIEF, HERITAGE PLANNING	FI13	E4(43)	E2P	200	860 0
F-4-B	DIR, SECTOR OPERATIONS AUDIT	FI13	E4(43)	E2P	200	860 0
R-4-B	CORPORATE SECRETARY	FI13	E4(43)	E2P	200	860 0
G-4-A	CHIEF, DATA MGMT	FI13	E4(43)	E2P	200	860 0
SB-4-A	DIR, ARBITRATION SERVICES	FI13	E4(43)	E1P	175	835 P1

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: A-9-A

POSITION TITLE: Executive Director, Corporate Systems and Services

GENERAL ACCOUNTABILITY

Is accountable for all aspects of financial, personnel, materiel, property, information management, public affairs and publications, libraries, security and internal audit; the development of policies, systems and controls in these areas; the provision of advice and guidance to corporate management and of central supporting services for these functions.

ORGANIZATION STRUCTURE

This is one of eight positions at the first level reporting to the Chairman of the Commission. The others are: Directors General, Staffing; Senior Executive Programs; Language Training; Staff Development; Audit; Appeals and Investigations; and Director, Secretariat Services.

Specific functions of the seven positions reporting to the Executive Director are:

Director, Finance (Staff of 57) is responsible for the design, development and implementation of financial policies, systems and practices; coordination of the operational planning and resource allocation processes; provision of financial advisory services to all branches; and provision of financial advice to the executive of the Commission in all areas of financial administration and resource management.

Director, Personnel (Staff of 96) is responsible for developing, recommending and implementing sound personnel programs needed to enable the Commission to attract, develop and retain high calibre employees.

Director, Electronic Data Processing (Staff of 90) is responsible for the planning, provision and management of electronic data processing, information and management systems design and development, and related policies and procedures; advising on EDP aspects of corporate plans and policies, government legislation and other central agency plans, policies and guidelines; recommends policies for corporate and central agency information and management systems; approves all requests for acquisition of electronic equipment and services.

Director, Administrative Services (Staff of 213) is responsible for planning, directing, advising and recommending the development, interpretation and implementation of general administrative policies, systems and practices to ensure the efficient and effective operation of the administration program; for directing the provision of services in the area of materiel management, paperwork management, property management, library and regional services, security support systems and access to information.

Director, Corporate Systems and Analysis (Staff of 6) is responsible for directing and coordinating the development, implementation and analysis and operation of all corporate management systems to ensure that an integrated management process is maintained which is consistent with and supportive of the corporate mandate.

Director General, Public Affairs (Staff of 36) is responsible for directing the development of policies and systems on publications, media relations, public affairs and evaluation of communication strategies; serves as the senior communications advisor for public affairs, publications and communications programs.

Director General, Review (Staff of 16) is responsible for departmental internal audit and program evaluation policies and plans; managing the audit and evaluation of departmental programs to determine and report on their economy and efficiency of operations, continued relevance, effectiveness and impact, to assist in management's policy, strategy, resource allocation and accountability decisions.

NATURE AND SCOPE

The mandate of the Commission is to manage the staffing function for the Public Service. This includes the development and implementation of policies governing the recruitment, selection, appointment, transfer, promotion, demotion and release of public servants.

Within this environment the Executive Director is responsible for planning, organizing, directing and controlling the work of the Branch to ensure that sound and integrated policies, systems and controls are developed, implemented, and evaluated in areas covered under central agency policies. This includes the specification and design of the overall decision-making processes and systems to provide senior management with a rational and systematic approach to planning strategies and objectives, the development of operational plans, allocation of human and financial resources, monitoring of operational plans and conduct of program evaluations.

The incumbent provides expert advice to the Chairman and the other Branch heads, on questions of resourcing, budgeting, personnel, organization, staff relations, priorities and on strategies for seeking increased resources. The incumbent also advises on the implications, from a financial, human, materiel or information resource standpoint, of proposals for changes in policies or programs; maintains an ongoing review of the operating results achieved by various branches, and advises the Chairman on the need for corrective action or changes in the plans.

As a member of corporate management, the incumbent is required to contribute to the formulation of long-term strategies, objectives and policies in support of the Commission's overall mandate.

The incumbent of the position is called upon to support the Chairman in the latter's role as a member of several committees. This involves the analyses of diverse proposals, the preparation of briefing papers and recommended positions concerning the staffing function for the Public Service.

Apart from negotiations on resource allocation at senior levels in the Treasury Board Secretariat and the Secretariat to the Economy in Government Committee, discussions are required with the Deputy Secretaries of the Treasury Board in respect of personnel policies, official languages and administration policies. Discussions are held with the senior officers of the Office of the Comptroller General in regard to the development and implementation of

financial management policies and systems, and management procedures and controls and with the Office of the Auditor General in respect of various audit activities.

DIMENSIONS (Constant Dollars)

Person-Years

Commission:

2550

Branch:

517

Salary, operating and maintenance budget

Commission:

\$31.5 Million

Branch:

\$ 7.3 Million

SPECIFIC ACCOUNTABILITIES

1. Initiates innovations or changes in internal management practices, systems, or policies to improve the efficiency and effectiveness with which activities are administered.
2. Provides advice to senior management on questions relating to the acquisition, allocation, utilization and disposition of financial, human, physical, materiel or information resources, to ensure that priorities and objectives are met.
3. Develops an understanding and acceptance by management of their responsibilities for effective and efficient management of human, financial, physical and information resources.
4. Maintains effective support services and provides functional advice and guidance in the areas of personnel and financial management, materiel and property management, EDP, public affairs and publications, library services, security and communications.
5. Advises on the financial and human resource implications of major policy or program proposals.
6. Maintains a continuing review of actual operational accomplishments and expenditures against operational plans and budgets and advises on variances, so that corrective action can be taken or plans changed.
7. Ensures effective control over financial and physical resources.

EVALUATION RATIONALE

Executive Director, Corporate Systems and Services

KNOW-HOW

- G Mastery of the concepts, theories, techniques and trends of corporate management, including the fields of finance, personnel, materiel and property management, information management, public affairs and publications, security and internal audit, and in-depth knowledge of federal legislation, central agency and Commission regulations and guidelines covering these activities.
- IV Coordination of the development of policies, systems and controls in a broad sphere of financial and administrative functions and services; provision of advice and guidance to corporate management in these areas.
- 3 Successful achievement of objectives require the incumbent to manage and motivate a staff of 517; act as a point of contact with central agencies and advise and participate on management committees.
- 920 Middle number reflects the number of different activities managed to deliver a comprehensive management services package.

PROBLEM-SOLVING/THINKING

- G Thinking within the general policies and goals of the Commission and other central agency directives and guidelines to provide a range of corporate management systems and services, provide advice to senior management in these areas, and participate in the formulation of departmental policies and programs.
- 4 Analytical, constructive thinking required to adapt and implement effective Commission response to new legislation and changes in central agencies' policies and directives, to advise managers on internal policies and the effective allocation of resources, and to coordinate the activities of 7 diverse directorates.
- (57) Lower percentage reflects the impact of service-wide policies on the position in a area where service-wide policies are clearly applicable.

ACCOUNTABILITY/DECISION MAKING

- G Reports to the Chairman, and is subject to general guidance in the interpretation and application of various acts and regulations, provides advice on financial and administrative systems and services to corporate management.
- 3P The position has a primary impact on Branch activities. The proxy selected to represent these activities is a budget of \$7.3 million (constant).
- 608 Middle number reflects the degree of guidance available from service-wide policies and the size of budget.

SUMMARY

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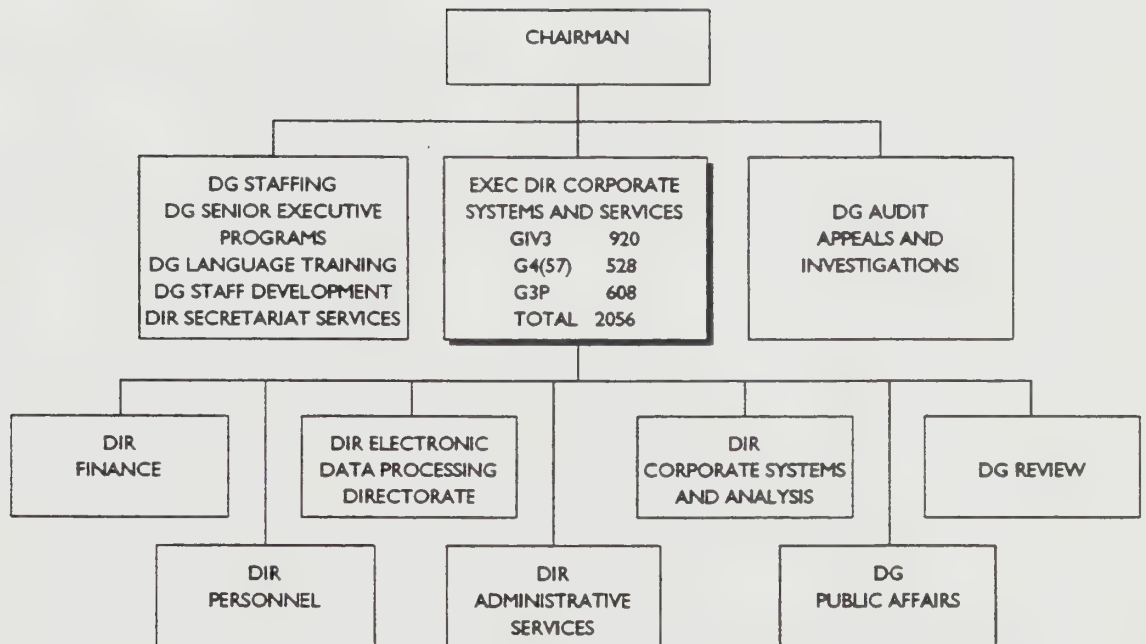
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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: A-9-A





GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: A-8-A

POSITION TITLE: Director General, Finance and Administration

GENERAL ACCOUNTABILITY

Is accountable for providing advice to the Minister, the Deputy Minister, and senior management on financial and administrative management practices; and for the establishment, maintenance and operation of policies, systems and procedures that provide guidance and support to the Department in the areas of financial management, operational planning and control processes, automated data processing, library services and general administration functions.

ORGANIZATION STRUCTURE

This is one of seven positions at the first level reporting to the Deputy Minister. The other six are: the Assistant Deputy Ministers for Consumer Affairs; Corporate Affairs; and Competition Policy; the Assistant Deputy Registrar General; the Director General, Coordination; and the Director of Personnel.

Specific functions of the 4 positions reporting directly to the Director General are:

Director, Finance (Staff of 41) establishes, maintains and implements policies, systems and procedures that provide adequate financial visibility, accountability and control for financial management; provides operational planning and control processes for the Department.

Director, Information Systems (Staff of 26) establishes, maintains and implements policies and procedures for the use of automated data processing, departmental information systems and also provides EDP and word processing advisory services. The position directs the development and evaluation of departmental EDP programs.

Director, Administrative Services (Staff of 96) establishes, maintains and implements policies, systems and procedures that provide adequate service, accountability and control for assigned general administration functions (materiel management, property management, telecommunications services, forms management, records management, mail and messenger services and microfilm services). In addition, the position provides advice, guidance and functional direction to all levels of departmental management on all matters pertaining to these functions.

Chief Librarian (Staff of 14) establishes, maintains and implements policies, systems and procedures that provide library services which meet departmental requirements for legislative, research, professional and administrative information.

NATURE AND SCOPE

The Director General, Finance and Administration is responsible for advising the Minister, the Deputy Minister and senior management on the availability and effective utilization of financial, person-year and materiel resources in relation to present and proposed departmental activities, and on departmental needs for financial management, the processes of operational planning and control, general management practices, and the financial implications of management decisions at both the planning and operational stages. Decisions and recommendations are made on the development of departmental policies and procedures for the preparation of annual program plans and budgets, the provision of reports to facilitate decision-making for managers, the allocation of resources between activities, and the delegation of financial and administrative authority within the Department. The Director General is designated as the financial authority within the Department, i.e. the Senior Financial Officer. Decisions and recommendations also are made on the development and use of automated data processing services to provide operating, management and information systems for the Department, and on library and assigned administrative services to support departmental activities.

The Director General provides functional direction on financial and administrative management practices to all departmental managers and their subordinate staff. The financial and administrative management activities for which the Director General is responsible have necessitated the establishment of an organization at Headquarters to support five regional financial and administrative units that provide both management services and control functions. Through subordinate Branch Directors, functional direction is provided to the five Regional Managers, Finance and Administration and their staffs on a day-to-day basis. This is often done through the coordinator of field financial and administrative operations.

The Director General advises on the application of legislative, regulatory and other financial and administrative management requirements of Parliament and central agencies to departmental operations. The policies, procedures and regulations promulgated by central agencies provide general guidelines, but initiative and judgement are required to resolve novel problems and to meet changing conditions. Regular contacts are required with officials of the Treasury Board, Auditor General's Office, Economic Development Secretariat, Comptroller General's Office, Supply and Services and Public Works at senior executive levels, to discuss and resolve problems relating to policies in the financial, information systems and administrative management fields. Contacts are also required with senior officials of other central control or service agencies and other government departments.

Contacts are made with officials in the private sector, universities and provincial governments to study trends in the areas of finance and administration and to maintain a current knowledge and awareness of new concepts in general management.

The success achieved by the Director General in interpreting and assimilating the results of his/her contacts influences the extent to which departmental management policies and systems are capable of sustaining and supporting present and future programs, and adapting successfully to advances in such areas as management information systems, decision-making and resource allocation systems, and automated technology.

Regular contacts are made with the Minister and the Deputy Minister. As a member of the departmental management committee, the Director General participates in the top level strategic planning of departmental activities, in the formulation of departmental policies,

objectives and plans, in the allocation and revision of program priorities, and in the determination of the financial, person-year and materiel resources required to support departmental activities.

In the development of departmental financial and administrative management programs, the Director General ensures that the organization developed and the objectives, priorities and procedures established are consistent with and complementary to overall departmental organizational objectives. The incumbent takes part in planning the departmental strategy with respect to obtaining the necessary financial, person-year and materiel resources, taking into consideration the current "climate" in government respecting resource allocation.

In all planning, the Director General must ensure that developing departmental policies and procedures are closely coordinated with those of the central agencies. The incumbent is also responsible for internal coordination of the activities of the various departmental planning and support units that are concerned with financial management, the processes of operational planning and control, and other related administrative management practices.

Increasing pressures for improved financial and operational management, combined with decreasing departmental resources, makes improved efficiency and effectiveness and the orderly planning and implementation of change one of the greatest challenges of the job.

DIMENSIONS (Constant Dollars)

Number of Department Person-Years:	2,222
Number of Directorate Person-Years:	165
Directorate Salary, Operating and Maintenance Budget:	\$2.5 Mil

SPECIFIC ACCOUNTABILITIES

- 1 Advises the Minister and the Deputy Minister and senior management on the fulfilment of the responsibilities assigned to them under the Financial Administration Act, other relevant legislation and the various policies, regulations, directives and guidelines published under their authority.
- 2 Recommends to the Deputy Minister appropriate policies and management practices to ensure their financial and administrative management responsibilities are carried out efficiently and effectively.
- 3 Exercises delegated statutory and regulatory controls not delegated to program managers in the areas of finance, operational planning and control processes, data processing and assigned areas of administrative management.
- 4 Serves as the Senior Financial Officer, and as the senior representative of the Deputy Minister on all financial and assigned administrative management matters with the Treasury Board, the Departments of Supply and Services and Public Works, the Auditor General, the Comptroller General and other central authorities.

- 5 Ensures that the Finance and Administration Directorate has an organizational framework (with the necessary financial, human and materiel resources) that is sufficient to implement, direct, coordinate, review and keep up-to-date the activities required to support the responsibilities of the Deputy Minister in all assigned areas, directs the work of the Directorate and manages the human resources effectively and efficiently.
- 6 Ensures that all financial and materiel transactions of the Department are adequately recorded, reported and controlled; and ensures that a level of integration of operational planning and reporting with financial planning and reporting is achieved that provides adequate decision-making information for managers.

EVALUATION RATIONALE

Director General, Finance and Administration

KNOW-HOW

- G Mastery of the theories, principles and techniques of finance, information systems, administrative and library practice and management in addition to experience and understanding of central agency and departmental policies and objectives.
- III Operational and conceptual coordination of the following functions across the Department: finance, administration, EDP, library services, operational planning and control.
- 3 Successful achievement of objectives requires motivating a staff of 165 and presenting various policies and procedures to the departmental management committee for implementation.
- 800 High number reflects the stature of position as Senior Financial Officer and the nature of support functions managed, the size and degree of decentralization of the Department, and the complexity of programs.

PROBLEM-SOLVING/THINKING

- G Thinking within broad policies and objectives, develops and implements financial, administrative and EDP policies, procedures, control mechanisms, and operational planning frameworks.
- 4 Analytical evaluative and interpretive evaluative and interpretive thinking is required in the integration of financial, operational, information systems planning with management systems and practices and in developing effective strategies for resolving resource allocation problems.
- (57) Lower percentage indicates a tendency to F as functions are guided by service-wide policies.

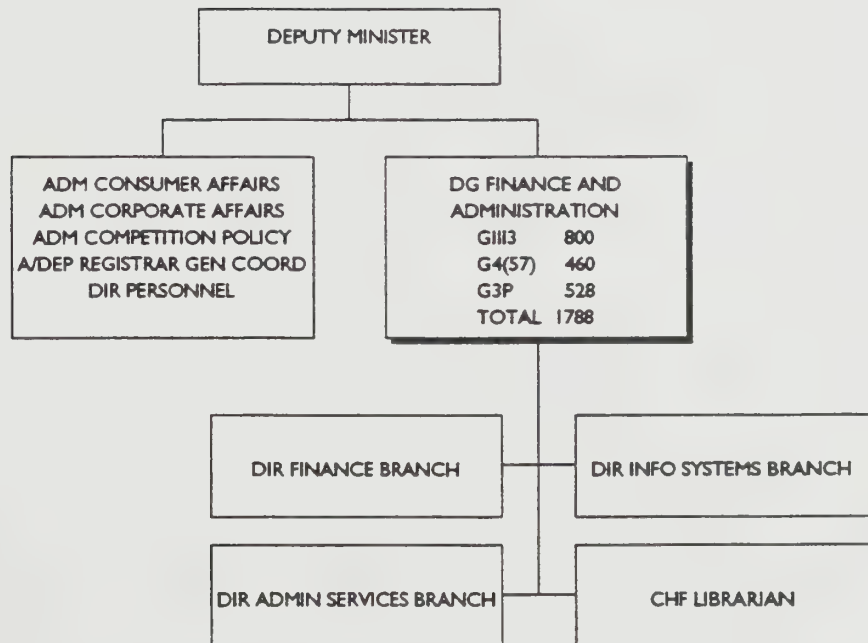
ACCOUNTABILITY/DECISION MAKING

- G Reporting to the Deputy Minister, acts within general policies and goals. Policy recommendations are made to the Deputy Minister.
- 3P The position has a primary impact on Directorate activities. The proxy selected to represent these activities is an operating budget of \$2.5 million (constant).
- 528 Lowest number reflects the size of budget and recognizes the limits on the position, as functional policies and goals are partially established by the position, but also by the Department's management committee, and by central agencies.

SUMMARY

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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER A-8-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: A-6-A

POSITION TITLE: Director General, Management Services

GENERAL ACCOUNTABILITY

Is accountable for the planning, coordination and provision of administrative services, EDP operational services, management advisory and systems (EDP and non-EDP) development services, information management services; and overall management of the Division in a Portfolio which supports economic (allowance and disability pensions), social and health care programs for identified portions of the Canadian population; for providing functional direction in the above noted areas of responsibility.

ORGANIZATION STRUCTURE

This position is one of five positions at the second level reporting to the Assistant Deputy Minister, Administration. The others are: Director General, Finance; Director General, Personnel; Director, Security; and Coordinator, Access to Information and Privacy.

Reporting directly to the Director General, Management Services are three staff positions (Chief, Planning and Coordination, Administrative Officer and Secretary) and six operational line positions as follows:

Director, Administrative Services (Staff of 78) develops administrative policies and procedures for the Department; ensures uniform application of national policies and standards across Canada for records, materiel and facilities management; provides such services in the Head Office, and effectively manages the Administrative Services Section.

Director, Information (Staff of 32) is accountable for managing an Information Centre involving information engineering and advising client programs; operating and maintaining microcomputer data processing and text processing facilities; for developing and training users in microtechnology; for the provision of advanced office systems automation and manual support services (forms, manuals).

Director, Systems Development (Staff of 9) plans, organizes, directs, and controls the major project activities of a team of EDP specialists engaged in the provision of EDP systems analysis and design, and program design development and implementation, and advises portfolio officials on the principles and possible applications of automated data processing.

Director, Mainframe Operations (Staff of 25) manages a user support application system; manages support and system modifications.

Chief, Computer Management (Staff of 4) plans and monitors the central processing resource from a contracted service bureau; develops standards related to the provision and management of EDP and EDP security measures.

Chief, Project Management (Staff of 4) manages personnel engaged in planning, recommending, developing, and implementing major studies to increase organization effectiveness and efficiency through operational, management, or administrative policy, organization and/or systems changes at the corporate and occasionally, regional level.

NATURE AND SCOPE

The Department and related agencies provide support for the economic, social, mental and physical well-being of veterans, their dependents and other eligible persons.

The Director General, Management Services serves the Department and three agencies, each headed by a Deputy Head. The Portfolio is highly decentralized. The Headquarters is in another province with a National Capital Region administration (Minister, Deputy Minister). Field operations are decentralized to five regional offices and include one major hospital and three health care homes. A continuing drive is being made to reduce person-years and improve administrative practices and operational systems.

The Director General is expected to develop operational policies, strategies, long-range plans, techniques and mechanisms to solve or prevent management, administrative or organizational problems. The incumbent must maintain a perceptive overview of the plans and policies of the government and Portfolio programs to acquire a basis on which to formulate judgments and decisions/recommendations.

The services of the Division are available to the agencies associated with the Department and the Director General is required to respond to the priorities of the four Deputy Heads. By agreement with senior portfolio managers all administrative activities are to be addressed in such a manner as to provide systems of broad application across Portfolio operations and the sharing of operational, technical and administrative support resources while maintaining the independent identity and integrity of individual agencies.

The Director General has the authority to diagnose needs and develop and propose measures to solve or meet any problems in or requirements for overall management services. The incumbent is expected to take into account both the directives, guidelines and proposals of the Central Agencies and the "best practice" from whatever source. Executive approval normally carries with it the authority to mobilize resources and manage the changes involved. Proposals for improvements are made to the ADM Administration for the consideration of the senior executives of the independent agencies.

The Director General is authorized to deal directly with senior managers of the Portfolio and to respond to their requests for management services. Meetings are held with senior management to review the general areas of priority against which resources are directed. Major conflicts for resources can be addressed to the Portfolio Executive Committee (Deputy Minister and Chairmen of the agencies) for resolution.

The Director General is the functional head for information management and systems, telecommunications, EDP security, procurement, records management and facilities. As such, the incumbent is authorized to deal directly with functional authorities in Treasury Board and common service organizations, such as Public Works Canada, Supply and Services Canada, Public Archives, RCMP, and Department of Communications, to ensure effective consultation

and development of broad government policies and their proper application in the Department.

The Director General is a member of the Branch Management Team, and chairs the Management Services Management Team, is a member of the Departmental Executive Board, the Information Management and Technology Committee, the Finance and Budget Committee, and several advisory and steering committees related to the improvement of functional responsibilities and operational EDP applications, i.e. CPC and WVA Benefit Delivery Systems which provide for the issuance of 250,000 monthly pension and allowance cheques. These involvements provide avenues for keeping informed but also for communicating the concerns and directions of senior management.

DIMENSIONS (Constant Dollars)

Salaries	\$1,323,155
Computer Services	\$ 788,804
Operating & Maintenance	\$ 788,804
Total Budget	\$2,900,763
Division Person-Years	155
Portfolio Person-Years	3,912

SPECIFIC ACCOUNTABILITIES

1. Develops operational and long-range plans for systems, records management, telecommunications, accommodation and informatics that relate to immediate and long term demands of the Department and the three associated Agencies.
2. Applies policies and directives issued by Central Agencies and develops Portfolio policies and directives pertaining to management services, information management and systems.
3. Directs the development, maintenance and operation of mainframe based EDP applications and office automation systems to serve the programs and mandates of the Department.
4. Directs the provision of administrative services to the Department including purchasing and supply, accommodation, property management, EDP security, records management and central registry operations.
5. Resolves priority operational and management problems in organization, resourcing, policies, systems and practices by provision of a consulting service on a request basis.
6. Provides functional direction to five regions and thirty-one districts within the Department and seventeen districts associated with the Portfolio.
7. Resolves conflicts over resource requirements or schedules in a manner which maintains a harmonious relationship between the Department and agencies and ensures the continuation of a common and cost effective approach to administrative activities.

EVALUATION RATIONALE

Director General, Management Services

KNOW-HOW

- G Mastery of the principles and practices in Administrative Services (advising, purchasing, supply, accommodation, property management, safety and security, records management, informatics, and EDP services including computer and micro-computer based operations). Thorough knowledge of the Department and its associated Agencies programs and Central Agencies directives to enable the integrated provision of Management Services.
- III Portfolio wide coordination of administrative services, EDP and related information services, and management practices and consulting.
- 3 Successful achievement of objectives requires guiding/motivating a staff of 155, convincing Portfolio senior management to accept recommendations, and consulting with senior officials of central agencies and private contracted firms providing centralized or remote computer services to ensure optimum provision of management service in the Portfolio.
- 608 Lower number reflects the decentralized nature of the Department and Agencies and the requirement for the position to provide common services as centrally defined to diverse/independent organizations comprising the Portfolio.

PROBLEM-SOLVING/THINKING

- F The thinking environment is circumscribed by functional policies and goals in the development of policies, strategies, techniques and mechanisms to provide management services in the above specified fields. Services are common to the Department and three agencies comprising the Portfolio.
- 4 The concurrently competing demands of the Portfolio for the provision of common and coordinated management services requires analytical and constructive thinking in order to develop operational systems and action plans to resolve problems, and ensure appropriate quality of service is provided on contracts for external consultants and computer services.
- (50) Low percentage reflects related activities guided by service-wide policies; services are provided across the Department and to independent agencies.

ACCOUNTABILITY/DECISION MAKING

- F Reporting to the ADM, Administration, acts within functional goals and policies to provide administrative services, consulting services, and information/EDP services to the Department and its associated agencies.
- 3P The position has a primary impact on the Division. The proxy selected to represent the Division is an annual operating budget of \$2.9 Mil (Constant dollars) with a complement of 155 person years.
- 400 Middle number indicates a relatively low direct value and stronger F. Advising and EDP services have a high degree of independent complexity.

SUMMARY

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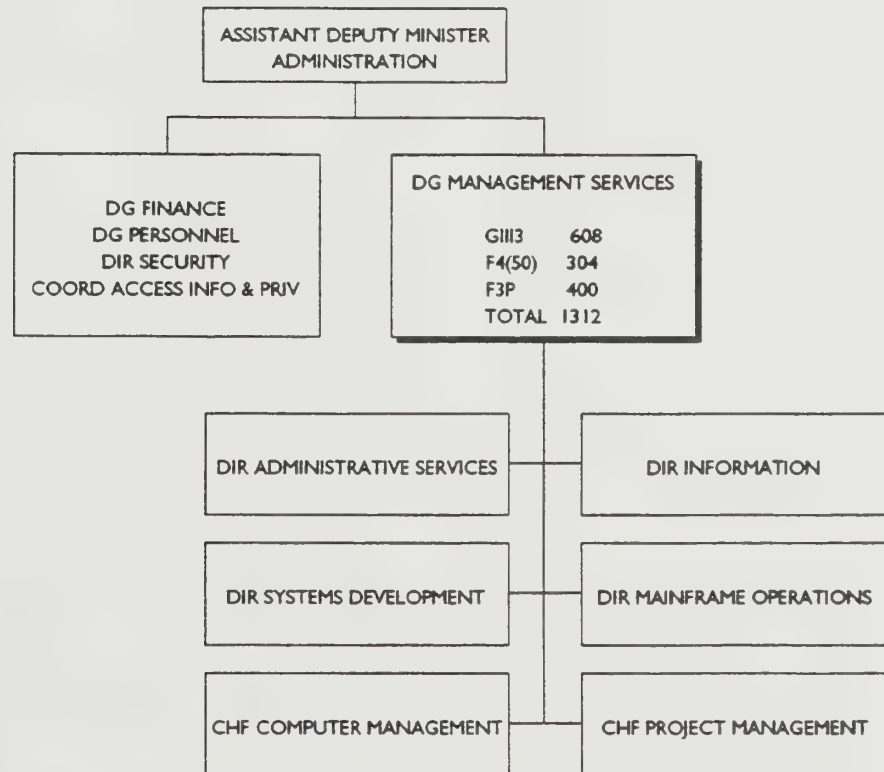
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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: A-6-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: A-6-B

POSITION TITLE: Director General, Departmental Management Services

GENERAL ACCOUNTABILITY

Is accountable for the development of departmental policies and guidelines governing accommodation and materiel management; documentation and library services; consulting on administrative practices; and the provision of these services.

ORGANIZATION STRUCTURE

This is one of six positions at the second level reporting to the Assistant Deputy Minister, Finance and Administration. The other five are: Comptroller; Director General, Systems and Informatics; Director, Personnel; Director, Internal Audit; and the Management Analyst.

Specific functions of the three positions reporting directly to the Director General are:

Director, Accommodation and Materiel Management (Staff of 46) is responsible for directing and coordinating the development and implementation of departmental materiel and accommodation management policies, procedures and systems, and of administrative information systems and reports to meet the requirements of central agencies; for the development and implementation of a departmental security program.

Director, Document and Library Services (Staff of 59) is responsible for directing and coordinating the development and implementation of policies, objectives and programs relative to effective library, records management, document processing and communications services, and for the provision of administrative support to the Department's legal advisors.

Director, Consulting and Administrative Practices (Staff of 16) is responsible for directing and coordinating the provision of a variety of professional management consulting services to respond to the requirements of the Deputy Minister and other senior managers and to support the improvement of administrative and organizational effectiveness in meeting departmental goals; for the development and implementation of policies and guidelines for the application of administrative practices including forms management and the implementation of office automation.

NATURE AND SCOPE

The Department is a large, diverse and highly decentralized organization serving both public and private departments and agencies through the operation of many separate businesses or activities. The mandate of the Department is to protect and enhance the quality of the environment.

The Director General is responsible, within this organizational environment, for ensuring that each of the program delivery points exercise an integrated and common approach to the administration and management of the programs, consistent with the objectives of the Department and Central Agencies.

The Director General is responsible for developing policies, procedures and guidelines, and for the provision of management services which will ensure optimum program delivery support to the operational branches of the Department. The incumbent must keep current on all new developments in the management services fields ranging from the management of a fleet of vehicles to the provision of word processing services. The incumbent must identify or develop new and innovative management approaches which could enhance the ability of the Department to deliver programs, while at the same time optimizing resource utilization.

The Director General is responsible for responding to the requests of service managers for enhancements to their administrative practices and organizations, determining the priorities of requests, initiating operational reviews and ensuring that proposed enhancements are in line with corporate objectives and procedures.

The incumbent is responsible for directing the development of asset and accommodation management policies which will ensure that the facilities and assets of the Department are effectively, efficiently and economically utilized, managed and controlled in accordance with government policies; for approving the development and implementation of forms and records management, documentation processing and library services.

The Director General is responsible for the development of operational and organizational plans and for the effective utilization of resources within the Management Services Directorate.

The major challenge facing the Director General is to communicate the need for, and ensure the implementation of, homogeneous and compatible management services throughout the Department. The DG must maintain a sensitivity to the various and unique needs of the Services and ensure that all services receive optimum consideration in the development of new policies and procedures.

The Director General works under broad direction from the ADM Finance and Administration and is expected to exercise initiative and judgement in determining the need for and implementing new or improved management services.

The Director General is a member of the Services' Comptroller's Committee with responsibility for advising on and following up on the implementation of management practices, policies and procedures, and a member of the ADM's Management Committee.

The Director General develops and maintains extensive contacts with representatives of other Departments and Agencies to facilitate departmental operations.

DIMENSIONS (Constant Dollars)

Person Years:

Department:

9,890

Unit:

125

Salary, operating and maintenance budgets:

Department:

\$195.4 Mil

Unit:

\$ 1.4 Mil

SPECIFIC ACCOUNTABILITIES

1. Develops, implements and maintains integrated management services, which will allow for optimum effectiveness, efficiency and economy of program delivery and meet requirements of central agencies by developing policies, practices and procedures.
2. Ensures the provision of effective and efficient accommodation and materiel management services.
3. Ensures the provision of effective and efficient documentation and library services to the scientific groups throughout the Department.
4. Ensures the provision of effective and responsible consulting services, and the development and implementation of policies and procedures governing administrative practices.
5. Ensures that the management services of the Department keep current with trends and developments in related fields to allow for increased efficiency and effectiveness, by maintaining a comprehensive knowledge of managerial needs and innovations in the field of management service and initiating policies, practices or procedures which will effectively integrate the two.
6. Ensures the effective and economic utilization of Directorate resources through the practice of sound administrative, managerial and financial processes, procedures and techniques.

EVALUATION RATIONALE

Director General, Departmental Management Services

KNOW-HOW

- F Extensive knowledge of legislation, regulations, principles and procedures in different fields such as materiel management, accommodation, library services, management consulting and administrative practices and systems for a large diversified and highly decentralized department.
- III Coordination of all management services in the Department. Management Services such as materiel management, accommodation and documentation management which comprises word processing, records management and library services and management consulting and administrative practices at the departmental level.
- 3 Successful achievement of objectives requires directing and motivating staff in providing efficient management services to all managers of the Department, also dealing with officials of other departments for the various services provided.
- 608 High number reflecting a strong diversified knowledge factor due to the requirement to have the most in-depth knowledge of different activities related to Management Services. The development of policies and systems and the coordination of all management services in a largely diverse department of approximately 10,000 employees results in an up pull towards IV in the managerial know-how dimension.

PROBLEM-SOLVING/THINKING

- F Thinking within broadly defined service-wide policies and objectives ensuring that all management services are provided to management in an efficient manner.
- 4 Evaluative and constructive thinking in ensuring the designing of systems and policies in management services that will keep current with trends and developments in related fields of the Department's responsibilities and keep current with managerial needs and innovations in management activities.
- (50) Lower percentage reflects the guidance available from service-wide policies in areas where these policies are prevalent.

ACCOUNTABILITY/DECISION MAKING

- F Reporting to the ADM Finance and Administration, is subject to broad service-wide goals and objectives and general guidance from top most management. There are also considerable central agency policy guidelines.
- 3P The position has a primary impact on services. The proxy selected to represent these services is a budget of \$1.4 Mil (constant).
- 350 Low number reflects low dollar amount and requirement to provide sound management services to a highly decentralized and diversified Department where sectors have significant autonomy.

SUMMARY

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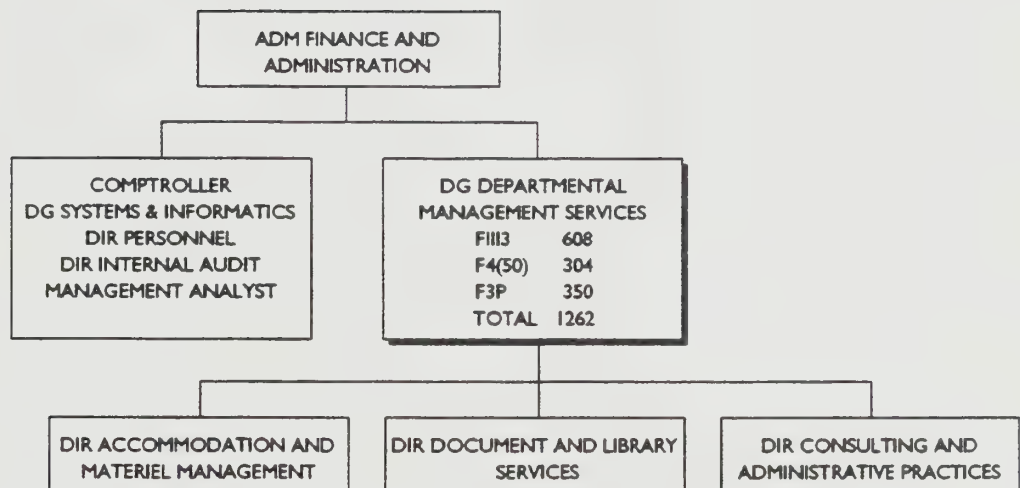
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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: A-6-B



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: A-5-A

POSITION TITLE: Director, Branch Administration Services

GENERAL ACCOUNTABILITY

Is accountable for the provision of personnel, financial, administrative and special support services (Computer Services, Land Administration and Photographic Services) to Branch programs.

ORGANIZATION STRUCTURE

This position, at the second level, is one of seven reporting to the Director General, Prairie Farm Rehabilitation Administration (PFRA). The other six include the Director, Policy and Analysis Service; Director, Soil and Water Conservation Service; Director, Engineering Service; Director, Alberta Affairs; Director, Manitoba Affairs; and the Ottawa Liaison Officer.

Reporting to the Director of the Administration Service are eight Division Managers or Specialists:

Manager, Finance Division (Staff of 19) provides a full range of financial services including budget preparation, cost accounting, revenue control, financial control of expenditures and property, processing of pay for casual employees, and financial systems and reporting.

Manager, Materiel and Facilities Division (Staff of 9) is responsible for facilities, procurement, receipt, distribution, repair, write-off and disposal, forms design, printing and duplicating, as well as master inventory records and stockroom activities.

Librarian (Staff of 3) provides a full range of library services to the Branch.

Records Manager (Staff of 9) provides record management services for the Branch.

Photographic Unit (Staff of 4) provides photographic record of projects and stores for presentation, publication and display purposes.

Manager, Computer Division (Staff of 14) is accountable for EDP systems development and maintenance, data production and data conversion for the Branch mini-computer.

Manager, Personnel Division (Staff of 13) is accountable for providing the entire spectrum of personnel services including classification, staffing, staff relations, pay and benefits, human resource planning, training and development, official languages, and human resource information systems.

Manager, Land Division (Staff of 3) is accountable for providing land services for the Branch, which is the fourth largest holder of land (2.4 million acres) in the federal government. The main services provided are land control, which provides for the acquisition and disposition of land, property appraisals, as well as the negotiation of damage claims, land reports, and land cost studies; and property management, which includes administration of the partial disposition of land by the issue of leases, easements, etc., to petroleum companies and public utilities; writing and issuing right-of-way licenses and related documents; administering the disposition of land to individuals and other governments by means of Letters Patent and Orders in Council; and controlling the computerized land inventory.

There is also a small office staff of 4 person-years, a special projects officer and two administrative trainee positions.

The position also provides functional guidance in the above areas of specialization to several Administrative Officers and their Divisions in other services and units of the Branch.

NATURE AND SCOPE

The main responsibility of the department is for various water conservation and development and soil conservation programs in the three prairie provinces. It operates under the Prairie Farm Rehabilitation Act of 1935 and the Department of Agriculture Act. Under the first Act, it develops and promotes systems of water supply, land utilization, tree culture and farm practice that will afford greater economic security to the agriculture sectors. Under the two Acts, it undertakes programs and projects in the fields of single and multi-use water resource development and municipal infrastructure which are aimed at enhancing all economic sectors on the prairies. These projects and programs contribute significantly to the social and economic stability and growth of the prairie region. They impact directly and indirectly upon agricultural production, industrial development and the social, environmental and economic circumstances, regionally and nationally.

The Director, Administration Service plans and directs the formulation of branch operating policies and directives, ensuring that they are uniformly interpreted and implemented and that they adhere to established central agency and departmental policies and directives, interprets for and advises management with regard to departmental and government policies, directives, Acts, and Regulations in all areas of responsibility.

The Director provides advice to the Director General and other senior managers on all matters concerning administrative services; the Director is also expected to maintain effective liaison on administrative and special program issues with departmental headquarters and central agencies.

Operating under the general direction of the Director General, the incumbent is guided by policies, regulations, and precedents in the operation of the Administration Service. Specific authorities have been granted, within certain limits, in the areas of procurement, staffing and expenditure to achieve the objectives of the Service; and certain other authorities have been delegated in the disposal and write-off areas for the Administration as a whole. Specific one-time objectives are reviewed on completion, and the ongoing operation of the Service is reviewed periodically. Problems referred to the Director General would include insufficient service resources to achieve objectives, conflict between services which could not be resolved

by negotiation, and approval of major purchases or expenditures which are in excess of Service authority.

The challenge for this position is the management of a service involved in a wide variety of work areas. The major challenge involves acquiring and keeping up to date on the knowledge necessary to deal with a variety of service problems effectively. For example, the Director is - responsible for managing 2,300,000 acres of land, plus many buildings and houses found in 120 locations throughout the three prairie provinces. Problems can occur in purchase, lease, transfer, exchange, loan or sale of property, as well as the maintenance of the computerized inventory and the preparation of submissions to Privy Council for Orders in Council (approximately 200 per year).

The incumbent requires a thorough knowledge of management practices, principles, methods and techniques which encompass operations and techniques for managing human resources. The Director also requires a thorough knowledge of government, statutory, and regulatory requirements in the fields of financial, personnel, materiel and general administration. This is necessary to be effective in the management and coordination of budgets, human resources, systems, audits, and procurement (includes preparation of procedures and the provision of functional direction, as well as providing advice and guidelines to senior managers). A definite knowledge of electronic data processing and land administration is also necessary in order to provide advice to senior management, as well as to solve problems and make decisions as circumstances dictate.

The Director is required to maintain working relations with departmental Headquarters regarding administrative and special program activities; senior managers in other government departments in Regina regarding common problems; with SSC regarding mainly procurement, payments, and audit; with PWC regarding land inventory, leasing, alterations, and repairs to buildings occupied; with CMHC regarding rental values on living accommodation provided to staff; with CADC regarding disposal of equipment; with TBS regarding resource allocations and land transactions; with PSC regarding recruitment of staff; with the Department of Justice regarding legal matters; and with the Auditor General's Office.

The Director is a member of the Branch Management Committee and acts for the Director General in his/her absence, generally with full signing authority during extended absences (three days or more).

DIMENSIONS (Constant Dollars)

Person-Years:

Department	12,825
Agency	863
Service Strength	81

Salary, operating and maintenance budget:

Agency	\$18,800,000
Service	\$ 1,040,860

Annual Service Capital Budget	\$ 134,408 (average)
Land Administered by Service	2,300,000 acres
Agency Annual Revenue	\$ 4,000,000

Administrative and program support, as well as functional supervision (for areas of responsibility), is provided to all program elements operating from three Services and 120 field locations in the three prairie provinces.

SPECIFIC ACCOUNTABILITIES

- 1 Contributes to the management of the Branch by planning, organizing, controlling, coordinating, directing, and evaluating the administrative and special program-related requirements for support of program activities.
- 2 Ensures all levels are provided with the administrative services that are required to achieve their objectives, that the services provided are effectively measured by standards and are subject to comprehensive OPMS systems.
- 3 Contributes to the effective management of the Agency by establishing policies and directives for the approval of the Management Committee, participating as a member of the Management Committee, and providing sound advice to the Director General and other senior managers, identifying problems emerging out of changing program directions and advising management of policy implications.

EVALUATION RATIONALE

Director, Branch Administration Services

KNOW-HOW

- F Extensive knowledge of principles and techniques in the fields of personnel, finance, materiel management, property management, electronic data processing, general administration and land management; seasoned knowledge of departmental and central agency policies, procedures and practices.
- III Operational management of eight Divisions: finance, material and facilities, library, records, photographic, computer, personnel and land division.
- 3 Successful achievement of objectives requires the incumbent to provide advice to senior managers on all matters concerning administrative services and in motivating staff.
- 528 Middle number reflects the expertise required to provide administrative services to the Branch including the management of large land holdings.

PROBLEM-SOLVING/THINKING

- E Thinking within clearly defined service-wide and departmental policies and priorities in covering administrative, personnel, finance and special support services.
- 4 Analytical and constructive thinking required in development of effective planning for the branch and in resolving operating problems in a decentralized organization.
- (43) Lower percentage reflects the availability of guidance from departmental functional managers.

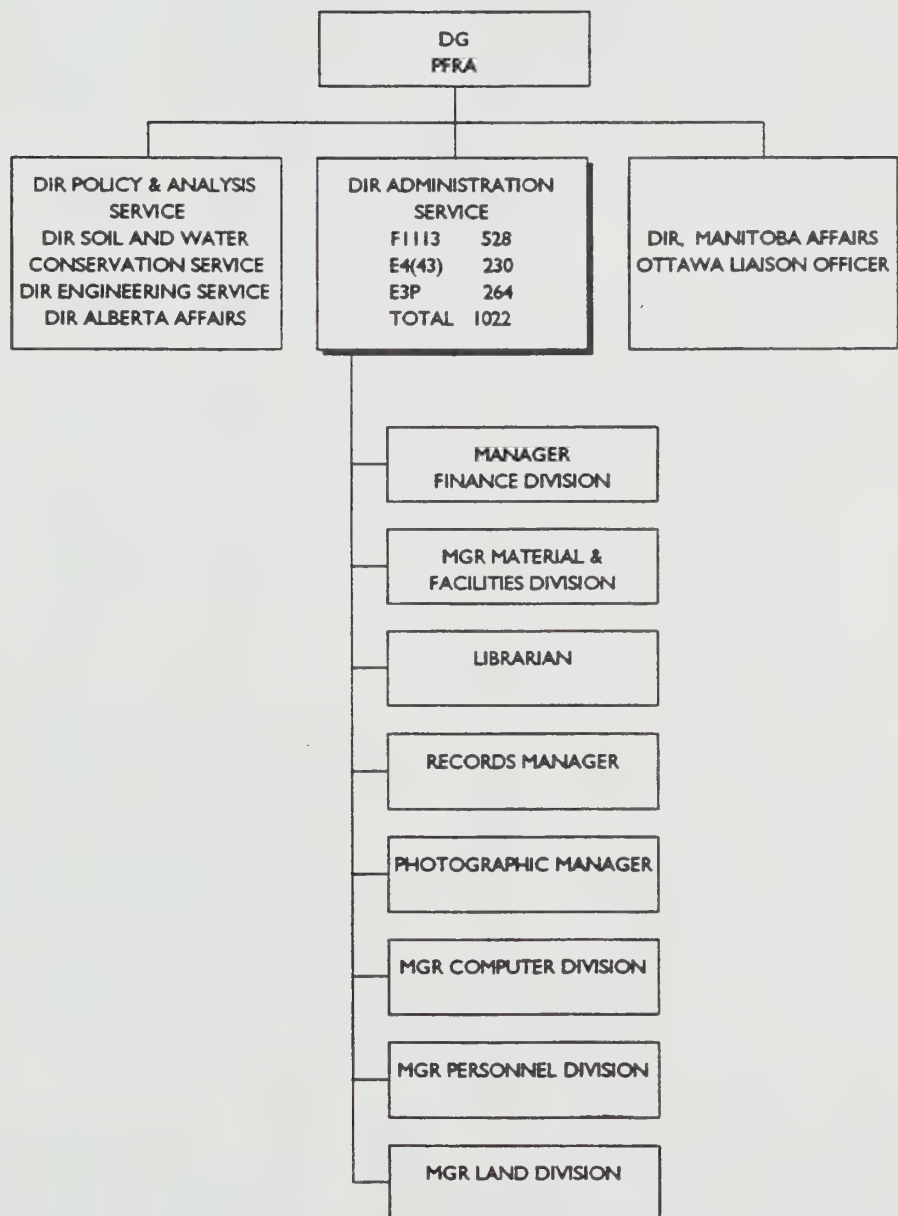
ACCOUNTABILITY/DECISION MAKING

- E Reporting to the Director General, PFRA acts within a well-established professional framework and departmental practices in the provision of services.
- 3P The position has a primary impact on service activities. The proxy selected to represent these activities is an annual operating budget of \$1.04 Mil (Constant).
- 264 Middle number reflects the freedom to act within the context of departmental policies and practices as being responsible for all administrative areas including human resources.

SUMMARY

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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: A-5-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: A-4-A

POSITION TITLE: Director, Information Systems and Services

GENERAL ACCOUNTABILITY

Is accountable for providing a full range of services for the acquisition, organization, processing, transmission, storage and retrieval of information necessary for a group of Central Agency offices.

ORGANIZATION STRUCTURE

This is one of eight positions at the second level reporting to the Assistant Deputy Minister, Management. The other seven are Director, Personnel; Director, Administrative Services; Director, Financial Services; Access to Information and Privacy Coordinator; Supervisor, Cabinet Document and Distribution Control; Operations Coordinator; Chief, Technical Services.

Specific functions of the six positions reporting directly to the Director are:

Chief, Corporate Information Services, Planning and Coordination (Staff of 34 + 2 contracted resources) is responsible for the coordination and integration of management information requirements; the development of a long range systems plan and office automation strategy; the production of all Division plans and budgets; the coordination of divisional administration and procurement services; the provision of library and information services and press clipping services; the provision of all records classification, filing and disposal services.

Chief, Computer Services (Staff of 10 + 2 contracted resources) is responsible for directing the operation and maintenance of all production and development computer systems; operation and control of the operational budget; the provision of reliable EDP services to users; the coordination of the acquisition and use of personal computers and word processing equipment and the creation of an Information Centre oriented program of user services.

Chief, Systems Infrastructure (Staff of 3 + 2 contracted resources) is responsible for the design and implementation of an integrated systems infrastructure of computers, data communications, word and text processing systems; ensuring the development and application of quality assurance policies, standards and procedures; the development and implementation of data management policies, procedures and systems and the preparation of workplans, budgets and reports.

2 Project Managers (Each managing 3 contracted resources) each is responsible for the organization and management of multiple, concurrent systems development projects such as a Master Index Utility and a Work Item Tracking Utility.

Project Manager, Office Communications (4 contracted resources) is responsible for the organization and management of multiple and concurrent systems development projects; coordination for the development of a strategy for managing the implementation of an integrated office communications network to link computers, word and text processors in all Division applications; the provision of communications programming to application development groups; and communications application design consulting.

NATURE AND SCOPE

The Office comprises five major organization entities, all of which must be provided with information services and advice and for which procedures must be designed, implemented and maintained. The entities include two major components, i.e. Privy Council Office and the Federal Provincial Relations Office, as well as the Office of the Prime Minister, the Office of the President of the Privy Council and the Office of the Leader of the Government in the Senate. In addition, services and advice are provided in support of Royal Commissions and Commissions of Inquiry appointed under the Inquiries Act.

The Division provides specialized information services including EDP services, registry services, and library services. To ensure that information needs are addressed in a cost-effective and integrated manner, the Information Resource Planning Advisory Committee (senior members from all client entities) has approved a multi-year, multi-million dollar Long Range System Plan (LRSP) that will expend 50% of the entire Office administrative budget for the next several years.

The major responsibility of the incumbent is to ensure the efficient and effective implementation of the LRSP, while providing a high level of service for current production systems and unforeseen ad hoc requirements. He/she directs the development of appropriate operating policies, project accounting and control mechanisms to ensure the realization of planned objectives. Within the framework of Treasury Board directives and approved LRSP, the incumbent sets software standards, creates and operates a hardware, software and communications environment, procures goods and services, and recruits and develops suitable staff.

The Director is responsible for the development of operational policies and the establishment of priorities to develop systems and services which will provide the management information infrastructure, electronic and non-electronic, required by the Office.

The Director is responsible for ensuring that the Office's overall data resources are effectively managed; that information derived from the data is of value to the users; that the data are collected, stored, manipulated and communicated in a cost-effective, secure manner pursuant to Treasury Board directives and guidelines; that automation potentials are identified and exploited to the full; that networks of computers emerging within the Office are compatible and capable of being integrated. The incumbent also directs the development of operational policies for an Information Centre where users and potential users of computers and computer-related technology can go for assistance.

The Director is also responsible for the management of the library services, a clipping service and a registry unit. The incumbent provides these services in a manner which is fully compatible with the ongoing automation of the Office.

The incumbent ensures that the Division is organized and operates in a manner that is responsive to changing technological possibilities and management needs. Broad scale systems are being developed under the direction of the incumbent. He/she articulates operating principles, systems objectives and systems development priorities within an overall organization plan of inside data and automated interface between systems.

Principal contacts within the Office are with senior user representatives at the Assistant Secretary or Deputy Secretary to Cabinet level within PCO/FPRO, Director of Administration and senior staff officers of the Prime Minister's Office, to negotiate major changes in services (priorities, deadlines, resources), to solve problems with existing systems, to initiate user requirement analyses, to educate senior users in the information resource management concept and to demonstrate how future needs can be served with corporate data. Interdepartmental contacts, apart from such senior members of Central Agencies, as Deputy Comptroller General of Canada, Directors of the Administrative Policy Branch of the Treasury Board Secretariat, are with executives of private industry and senior consultants and are usually related to the procurement of goods and services or to the administration of contracts in place. Membership may be held with various private and public industry associations, both to represent the Office in the particular fora and to maintain an awareness of business developments in other corporations and the industry as a whole.

DIMENSIONS (Constant Dollars)

Person-Years:

Office	459
Division	51

Office Salary, Operating and Maintenance Budget	\$12,612,655
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Division Salary, Operating and Maintenance Budget	1,142,472
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SPECIFIC ACCOUNTABILITIES

- 1 Ensures the effective and efficient management of data resources and related information management systems of the Office.
- 2 Provides expert advice to senior officials on the use and development of data processing resources and other types of information management systems.
- 3 Directs the custody, coordination and management of the Office's data resources, access to outside data and the provision of data to others.
- 4 Ensures the provision of professional library services to acquire and disseminate information and provide research and reference services.

- 5 Provides a daily clipping service and a service that responds to special requests for information in press items from across Canada.
- 6 Manages the departmental records management program and operational policies and the development of new automated systems for records management.
- 7 Manages the human and financial resources assigned to the Division by ensuring effective and efficient planning and implementation activities.

EVALUATION RATIONALE

Director, Information Systems and Services

KNOW-HOW

- F Extensive knowledge of all aspects of advanced information systems technology. Thorough knowledge of the government decision making process and its supporting organizations.
- II Department-wide operational coordination of the information systems and services functions and the introduction and integration of the most up-to-date office technology while ensuring efficiency, effectiveness and a high level of information security.
- 3 Successful achievement of objectives requires motivating staff and discussing complex technical issues with all levels of management.
- 460 High number indicates tendency to G reflecting the most senior technical expert in the Department in a highly specialized field where state-of-art outputs are required.

PROBLEM-SOLVING/THINKING

- E Thinking is within well defined objectives and government policies on information processing that are affected by rapid technological changes and the changing and demanding environment of cabinet operations and the Prime Minister's Office.
- 4 Evaluative analytical thinking required to conduct feasibility studies and analyses design implementation.
- (50) Higher percentage reflects tendency to F in the effort required to translate service-wide directives and guidelines to situations which are constantly in flux.

ACCOUNTABILITY/DECISION MAKING

- E Reporting to the ADM Management, is accountable for providing advice and consultative expertise on all aspects of advanced information systems technology; for conducting studies of information processing needs, implementing systems and providing effective operational services.
- 3P The position has a primary impact on Division activities. The proxy selected to represent these activities is an annual operating budget of \$1,142,472 (Constant).
- 264 Middle number reflects modest size of salary and operating budgets and the status of the position as the primary source of authoritative advice on all management and record systems of the office.

SUMMARY

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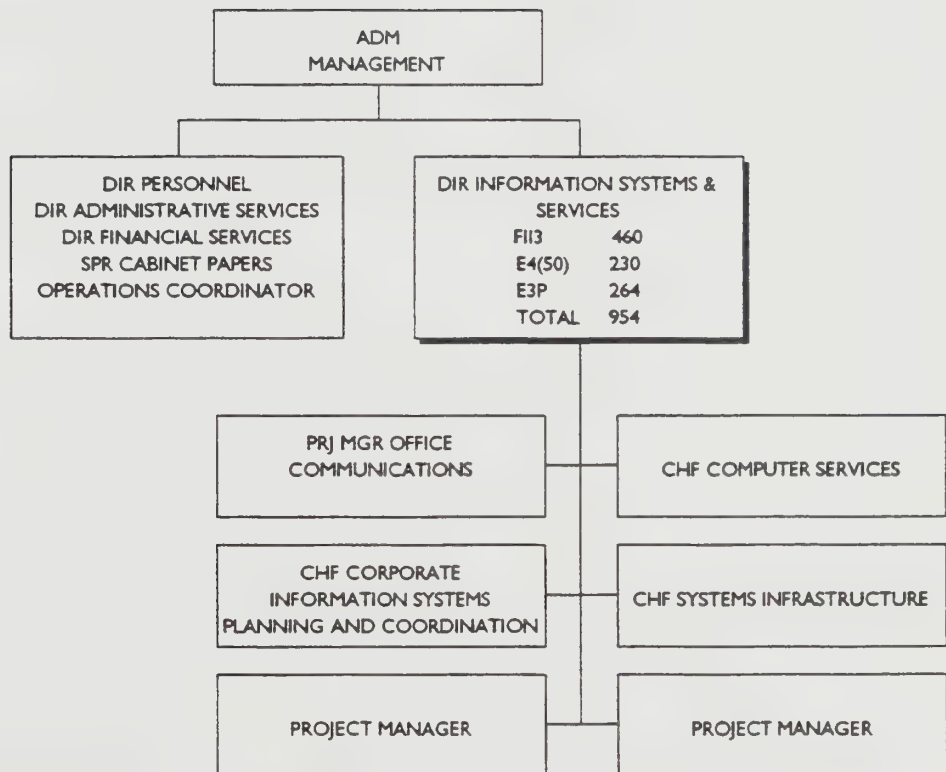
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A1

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: A-4-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: A-4-B

POSITION TITLE: Director, Administration

GENERAL ACCOUNTABILITY

Is accountable for the development, updating and publication of general administrative policies and procedures; for the management and control of departmental programs relating to security systems and programs required to protect information and assets, emergency plans, recorded information management, directives and publications, library, research and reference services, and forms and stationery.

ORGANIZATION STRUCTURE

This position, at the second level, is one of six reporting to the Assistant Deputy Minister, Corporate Management. The others are: Director, Finance; Director General, Corporate Planning; Director General, Systems Planning and Development; Director, Laboratory and Scientific Services; Director, Capital Assets Programs.

Specific functions of the 5 positions reporting directly to the Director are:

Chief, Security and Emergency Measures (Staff of 6) is responsible for policies, procedures and management of departmental programs concerned with the security of information, the security of personnel inclusive of the security clearance system, the security of telecommunications, the physical security of buildings and assets, EDP security, and the emergency planning program.

Chief, Records Management (Staff of 48) is responsible for appropriate departmental policies, procedures and management of recorded information and mail processing.

Chief, Directives Management (Staff of 25) is responsible for appropriate policies and procedures and for coordinating printing, storage and distribution of departmental work instruments; operates a distribution centre for departmental publications; maintains the departmental mailing list system and provides a highly specialized editing and photocomposition service.

Departmental Librarian (Staff of 6) is responsible for developing policies and procedures and managing departmental library services.

Chief, Forms Management (Staff of 2) is responsible for policies and procedures relating to forms management, and the analysis design, specification writing, cataloguing and cyclical review of all departmental forms and stationery; and for major paper work analyses and simplification studies.

NATURE AND SCOPE

The Department is responsible for controlling, for the protection of Canadian industry and society, the movement of people, goods and conveyances entering and leaving Canada and for ensuring that all duties, taxes and levies are assessed, collected and, where appropriate, refunded.

The Administration Directorate is a Headquarters organization in support of departmental programs in a decentralized organization of nearly 10,000 employees located in 19 regional offices and over 500 operational facilities. The Directorate provides support in the development of security programs to protect the security of information and assets (inclusive of seized goods) in the custody of the Department, the design of recorded information systems, the preparation of emergency plans to deal with potential threats to the safety and security of assets and people, the development of systems for the publication and dissemination of current acts, regulations, manuals and directives, the delivery of library, research and technical reference services as well as forms design to meet its operational requirements while reducing administrative paper burden.

The Director is the departmental functional head of the administrative activities and must ensure that appropriate policies and procedures are developed and modified to meet the information needs of the Department and that facilities are readily available. The main challenge in this role is to ensure that support services are planned and executed in a systematic fashion to facilitate the widely decentralized delivery of departmental programs.

The incumbent exercises functional authority over regional and headquarters personnel in the Department performing administrative service functions in the above areas. This involves the determination of appropriate levels of delegated authority and accountability, review and approval, education, and monitoring of systems efficiency and effectiveness.

A significant responsibility of the Director is planning for the safeguarding of recorded information in an increasingly automated and changing environment. The Director must keep abreast of technological change and automation projects of the Department in these areas and ensure that present and future departmental support systems will accommodate these initiatives as not all offices are automated, and must also participate in the federal government's experimental program involving field trials of fully integrated electronic office environment.

The incumbent directs the implementation of the forms management program in accordance with departmental forms policy as a centralized functional authority for the design of new forms or improvements in the design of existing forms used in both manual and automated systems with a view to standardization, consolidation and elimination of duplication where possible.

The Director is also responsible for directing the departmental security programs which include the development, testing, implementation and control of security systems to ensure the security of classified and sensitive information as well as the security of departmentally occupied facilities, assets and seized goods, the required personnel security programs inclusive of the security clearance and reliability checks for all departmental employees, the development of security systems to provide for the security of communications and electronic data processing as more and more on line systems are implemented.

These activities require the Director to maintain continuous contact with central agencies such as Treasury Board to clarify interpretation of related directives prior to implementation and provide departmental impact analysis on potential changes to existing policies; the Privy Council Office on matters dealing with the implementation and ongoing administration of the government security policy; the Royal Canadian Mounted Police for the processing of criminal name checks; the Canadian Security Intelligence Service for the timely processing of security clearances; Emergency Preparedness Canada to ensure the development of effective departmental emergency planning within the overall context of the government emergency preparedness program; the Canada Post Corporation to ensure the provision of optimum service in support of departmental programs in the most cost effective manner; National Archives in matters relating to recorded management information; the National Library in matters relating to technical reference and research services as well as interlibrary loans; and Supply and Services Canada to resolve problems relating to the acquisition of printing and guard services and any other mutual problems related to the administrative services to be developed or modified.

The incumbent is a member of the Branch's Senior Management Team to provide input to Branch concerns, goals objectives, thrusts and problem solving.

DIMENSIONS (Constant Dollars)

Departmental person years	9,700
Subordinate person years	90
Salary, operating and maintenance budget	\$935,000

SPECIFIC ACCOUNTABILITIES

- 1 Ensures that the departmental administrative support services provided meet operational requirements while complying with acts, regulations and directives of central agencies.
- 2 Ensures that administrative policies and procedures are in accordance with central agency guidelines and departmental requirements.
- 3 Ensures that departmental needs and priorities are understood by central agencies and that new initiatives can be met.

EVALUATION RATIONALE

Director, Administration

KNOW-HOW

- F Extensive knowledge of central agency policies, authorities and procedures as the departmental expert in the fields of security, publications, forms management, library services and records management. Knowledge of developments and advances in integrated electronic office environments, office equipment technology, and related security issues. Knowledge of departmental objectives, policies and systems to develop corresponding administrative policies.
- II Although the activities coordinated are all internal administrative support, there is some diversity in the end result (e.g. security services, publications); operational coordination of various admin. activities across the department including functional direction of HQ branch and regional admin. services personnel.
- 3 Successful achievement of objectives requires motivating staff of 90, and advising senior management.
- 460 Highest number reflects the department-wide scope and a variety of different but related activities.

PROBLEM-SOLVING/THINKING

- E The thinking environment utilizes well-defined central agency policies and specific objectives in the development of administrative policies, guidelines and programs.
- 4 Analytical, evaluative and interpretive thinking is required in developing policies which respond to departmental needs yet conform to central agency guidelines and in resolving operating problems in a variety of fields.
- (43) Lower percentage reflects requirement to translate well-defined service-wide policies into departmental practices in an organizational environment where position must determine departmental policies for all activities.

ACCOUNTABILITY/DECISION MAKING

- E Reporting to ADM, acts within general managerial guidelines and departmental priorities in delivery of administrative services.
- 2P The position has a primary impact on Directorate activities. The proxy selected to represent these activities is an annual operating and salary budget of \$935,000 (Constant).
- 230 Highest number reflects level of budget and the degree to which practices and procedures are covered by well defined policies.

SUMMARY

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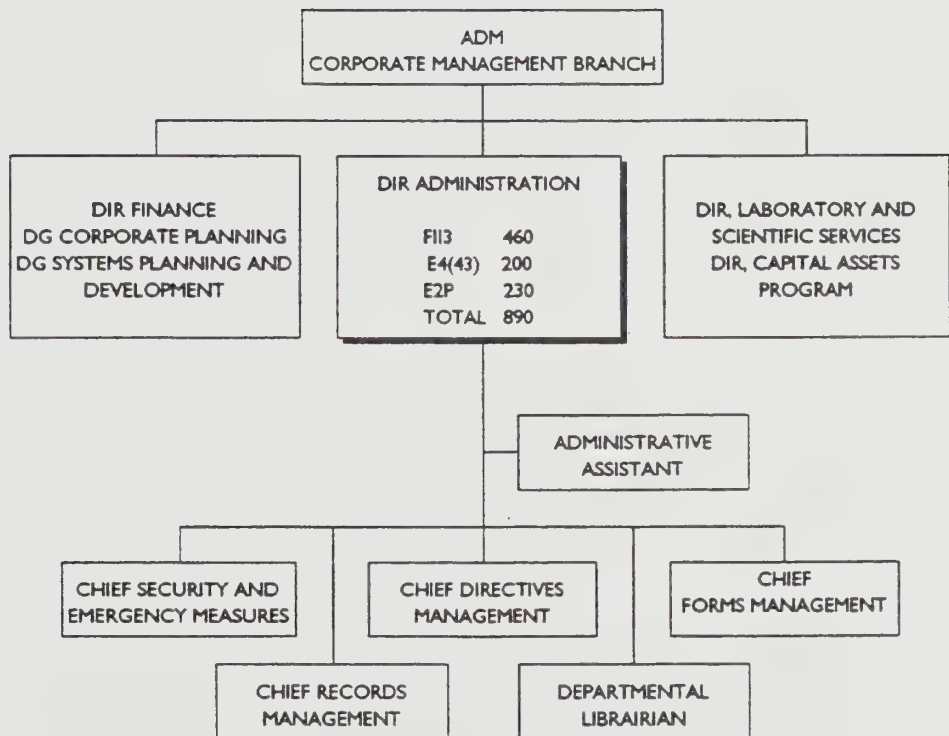
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A1

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: A-4-B



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: B-9-A

POSITION TITLE: Assistant Deputy Minister, Finance and Administration

GENERAL ACCOUNTABILITY

Is accountable for the design and coordination of department-wide financial management planning and control processes required to provide information and objective advice to senior management on financial policies, programming and program proposals in support of department policy making; and for managing systems and services required to support department operations.

ORGANIZATION STRUCTURE

The position is one of thirteen at the first level reporting to the Deputy Minister. The other twelve are: the ADM Aviation; ADM Marine/Coast Guard; ADM Surface; ADM Policy and Coordination; ADM Personnel; ADM Review; Executive Director, Airports Authority Group; Director General, Security and Emergency Planning; Director General, Public Affairs; the General Counsel; the Inspector General, Transportation Safety; and the Executive Assistant.

Reporting directly to the Assistant Deputy Minister, Finance are 7 positions:

Director, Materiel, Contracting and Facility Management (Staff of 90) ensures effective and economic provision for and use of materiel, contracting and facility planning services by the Department.

Director General, Information Management Services (Staff of 304) provides expertise and controls decentralized facilities in support of informatics (EDP) applications, office systems and communication services throughout the Department; oversees departmental library, mail and publication functions.

Director, Financial Services (Staff of 157) develops, implements and controls departmental financial policies, systems, practices and procedures for financial administration in the Department; includes all aspects of planning, forecasting, budgeting, analyzing, maintenance and certification of accounts, control of revenue and expenditures, financial reporting and safeguarding assets, as well as the functional responsibility of all Crown Corporations and agencies reporting to the Minister.

Director General, Cost Recovery and Economic Evaluation (Staff of 49) directs cost recovery strategy and implementation for the Department, economic evaluation and analysis of all major capital expenditures and major operational policy proposals; provides cost accounting services, and advice on financial implications of Crown Corporations' plans and operations.

Director, Organization Development and Resource Management (Staff of 7) is accountable for advising the ADM and senior management with respect to human resource management and deficit reduction issues; coordinates deficit reduction plans and monitors and reports on their implementation status and provides resource management analysis and advisory services to all departmental groups.

Director, Management Consulting Service (Staff of 20) is accountable for consulting services throughout the Department to improve internal management organizations, systems, procedures and resource management, thus enhancing management efficiency and effectiveness in attaining program objectives.

Director General, Regional Operations (Staff of 719) is the line authority responsible for directing and delivering a full range of financial and administrative services and functions to all regional departmental organization components; implements and controls all regionally based services including the regional comptrollership responsibilities and advises senior regional management with respect to financial and operational issues.

NATURE AND SCOPE

The Department attends to the development and operation of a safe and efficient national transportation system.

The ADM provides services and systems of financial and materiel management, contracting management, and management consulting, administrative and informatics services, cost recovery and cost benefit and economic evaluation for the Department, as well as advice and guidance on financial matters of Crown Corporations reporting to the Minister.

The incumbent consults with and advises the DM and other senior executives in the Department and Crown Corporations on matters involving legislation (e.g. Crown Corporations Act, CNR refinancing, CN Marine), financial management, main and supplementary estimates, briefing materials for the Minister, administrative efficiency and control measures, audit activities and the Auditor General's reports, etc.

The ADM is extensively involved in committees or boards, e.g. Chairman of the Informatics Steering Committee, the Automated Records Management Review Committee, and the Contract Review Committee; Vice-Chairman of the Senior EDP/Telecommunications and Electronics Committee; member of the Program Control Board, Senior Financial Management Council, Audit Review Committee, DM's Senior Appraisal Review Committee, and several interdepartmental committees.

Deadlines that must be met include those for estimates, operational plans, supplementary estimates, legislation and reports to the Treasury Board. There is a major workload in coordinating with Crown Corporations, Treasury Board, Finance, DRIE, DSS, Comptroller General, etc. Coordination is required for the budgets of Crown Corporations and for legislative development for CNR, CN Marine, Via Rail, etc. Contacts are at the VP, ADM and DG level.

The challenges are to effectively delegate, innovate and coordinate, establish and maintain accurate costing of services provided to private industry, other levels of government, the general public and users of the Department's plant and products, to develop sound cost recovery, economic cost evaluation of operations, to recruit and develop staff and to organize and control activities to meet demands for a large variety of services throughout Canada.

All common financial and administrative activities in Headquarters and Regions report directly in line to the Finance and Administration group. This represents a complex and delicate mix of service and control which must be carefully planned and managed to ensure the avoidance of unnecessary duplication throughout the Department, and that the Deputy Minister receives sound, accurate and thoughtful financial advice and forecasts. The incumbent must, therefore, gain and retain the confidence and trust of departmental line managers and must be fully aware of and sensitive to conflicting priorities of different operational groups.

The required end results are: dollars and person-years utilized efficiently and effectively; deadlines met; high level of services provided (materiel, contracts, accommodation, library, EDP, etc.); improved contacts and relationships with Crown Corporations; and effective and efficient financial, materiel, contracting and informatics management.

The incumbent is required to coordinate and present departmental main and supplementary estimates through the DM, the Minister and Treasury Board; also to appear as a witness before the parliamentary committee meetings that result in the voting by Parliament of departmental resources; to participate, as a member of the departmental senior management committee, in decisions on departmental objectives, plans, policies, programs, projects, and major issues; financial policy for Crown Corporations requiring legislation, etc.; and provide advice and guidance to Crown Corporations in the preparation of annual capital and operating budgets. The incumbent prepares financial advice and recommendations on proposals submitted to the Program Control Board.

Monthly financial reports are prepared on dollars and person-years, identifying and analyzing variances, indicating improvements in financial management and internal control. The incumbent also directs the provision of services for informatics, general administrative services and materiel management, contracting management, programming/planning, cost recovery, etc.

DIMENSIONS (Constant Dollars)

Person-Years:	
Department	22,000
Branch	1,348
Department Operating Budget	\$ 1.6 Bil
Branch salary, operating and maintenance budget	\$18.4 Mil

SPECIFIC ACCOUNTABILITES

- 1 Establishes and maintains an integrated planning, resource allocation and management control process.
- 2 Establishes sound financial practices and techniques throughout the Department to satisfy parliamentary and managerial requirements for financial viability, accountability, control and probity.
- 3 Ensures the systematic collection and dissemination of reliable management data and the safeguard of departmental assets.
- 4 Contributes to the recovery of departmental costs for facilities and services through effective economic and financial analysis, evaluation, cost control, reporting systems and negotiation.
- 5 Develops policies, directives, and standards to ensure that federal government policies, regulations and guidelines for financial administration, informatics, materiel management and contracting management are adhered to throughout the Department.
- 6 Directs the provision of program support services, in particular administrative and financial services, informatics, accommodation, publishing and records management.

EVALUATION RATIONALE

Assistant Deputy Minister, Finance and Administration

KNOW-HOW

- G Mastery of techniques, practices and principles in several specialized fields including financial planning and programming, accounting, cost recovery, informatics, materiel management, contracting services, facilities management and management systems development. In addition, a thorough knowledge is required of departmental and related Crown Corporation policies and legislation as they apply to financial administration.
- IV The work involves conceptual management and coordination at the policy level of significant functions. The incumbent establishes financial policy objectives for the Department.
- 3 Successful achievement of objectives requires the incumbent to motivate and establish collaboration among subordinate staff and present program forecasts and estimates before Parliament.
- 920 Middle number reflects a solid evaluation in all dimensions for support functions. The work has a significant effect on department-wide management planning and on the Department's operations. The Department is very large and complex.

PROBLEM-SOLVING/THINKING

- G Thinking within general principles and general governmental policies related to financial administration, informatics, materiel management and contracting management.
- 4 Evaluative and constructive thinking is required in contributing to the achievement of departmental strategic objectives such as the design and operation of the department-wide planning and control process and the recovery of costs of departmental facilities or services provided and operated in support of national program requirements.
- (66) Higher percentage reflects the type of situations handled by the position which are often novel, such as cost recovery and economic cost evaluation processes and require the development of new approaches within service-wide policies where such policies predominate.

ACCOUNTABILITY/DECISION MAKING

- G Reports to the Deputy Minister and is subject to broad and general guidance from topmost management. Is accountable for the design and co-ordination of the department-wide management planning and control process, and managing financial and administrative systems and services.
- 4P The position has a primary impact on Branch activities. The proxy which represents these activities is an annual operating and salary budget of \$18.4 Mil (Constant).
- 700 Low number reflects moderate dollar value and the effect of service-wide functional policies on the position.

SUMMARY

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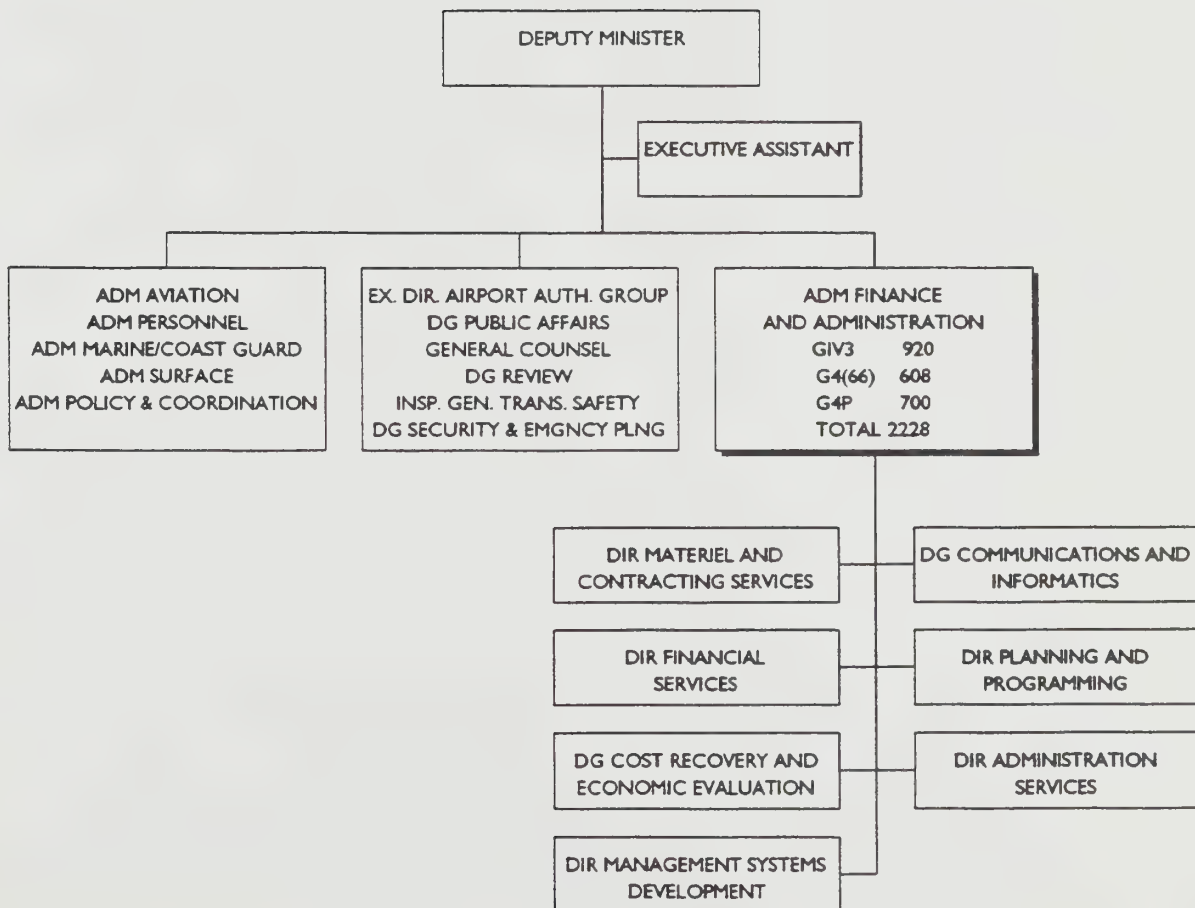
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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: B-9-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: B-7-A

POSITION TITLE: Comptroller

GENERAL ACCOUNTABILITY

Is accountable for providing overall direction of financial administration in the Department and for the development of policies and provision of advice related to budgetary planning and control, asset control, cash management control, revenue accounting, product and operating costs in both appropriation and revenue dependent activities.

ORGANIZATION STRUCTURE

The Comptroller is one of four, at the second level, reporting to the Assistant Deputy Minister, Finance and Administration. The three others are the Director General, Department Administrative Services; Director, Security Branch; and Chairman, Contracts Settlements Board.

The Comptroller exercises line direction over 253 employees and functional direction over 125 employees engaged in financially related duties under the line direction of the Operations and Regional Sectors.

Specific functions of the positions reporting to the Comptroller are:

Director, Accounting Services (Staff of 126) is responsible for accounting operations and the management and control of revenues and expenditures, and the management of three different automated financial management systems throughout the Department.

Director, Resource Analysis Branch (Staff of 41) is responsible for the management of financial planning and co-ordination, budgetary control systems, financial reporting, cost benefit studies and projects.

Director, Contractual Cost and Financial Review (Staff of 10) is responsible for ensuring that the financial aspects of purchasing activities are conducted responsibly, for managing a contract auditing budget of \$725,806 (constant) annually, and for planning and implementing training programs to maintain the professionalism of financial officers and cost analysts.

Director, Financial Policy (Staff of 13) is responsible for the provision of effective and appropriate systems of financial policies, procedures, and controls in support of departmental programs.

Director, Statistical Information and Data Management (Staff of 56) develops, maintains and operates automated information systems used for supplier and customer data basis, billing and technical support.

As a commercially oriented, revenue dependent organization, the Department is organized along private sector lines. The principal decision-making body is the Operations Review Committee (ORC). All proposals put before that committee must have the concurrence of the four Assistant Deputy Ministers in the Department, the Corporate Secretary (General Counsel), the Directors General responsible for programs, and the Comptroller. In this capacity, as the Senior Financial Officer of the Department, the Comptroller is directly responsible to the Deputy Minister and the Operations Review Committee for the financial aspects of all the Department's affairs.

NATURE AND SCOPE

The Department is a large common service organization serving the needs of other government Departments and Agencies through the operation of many separate businesses or activities.

Programs operate under a system of full revenue-dependency, requiring the generation of revenues to balance program expenditures. The Comptroller is responsible for the major financial planning exercise which makes this balance possible, the Rate and Person-Year Review and Submission. This exercise estimates operating, product, and overhead costs, and develops and proposes rates to be charged to customer departments and agencies for services. Revenues and expenditures each approximate \$161 million (constant) annually for a cash flow of \$322.6 million (constant) requiring a turnover of the \$53 (constant) million fund approximately four times a year.

While the Services Program operates in an environment more similar to other government departments, in this Program vote netting of cost recoveries is permitted and this requires extensive revenue forecasting.

The major challenge of this position is the requirement to plan, design, and manage different financial systems required for the operation of diverse activities within a single department. Many of the systems are typical of private sector systems such as factory standard costing, project costing, inventory management systems as in the retail sector, and complex contract searching, costing, and tracking systems. Because there is virtually no central agency policy direction provided in these areas, the Comptroller must develop and operate systems and procedures on a very large scale, unique to the government. These systems operate in addition to those required for the more common appropriation accounting.

The diverse nature of these businesses, and the unique costing, billing, accounting, and reporting systems needed for their effective management, requires the development and maintenance of a highly co-ordinated organization with specialists in various aspects of financial administration, in order to achieve the high standard of professionalism required. These specialists also play a large part in the actual business operations of the Department through analysis of new business proposals and the investigation of the financial stability of contractors.

The incumbent provides direction on all financial matters, systems, policies, and procedures in the Department and gives functional direction to financial officers reporting to line organizations. In addition, the Comptroller provides guidance on the organization, classification, training, staffing and evaluation of financial officers and financial units throughout the Department.

The Comptroller makes a strong contribution to the business operations of the Department through participation in the Operations Review Committee, reviewing the contracting process and ensuring that responsible and suitable financial aspects of contract administration are displayed, and that negotiations have been conducted according to policies and procedures. These activities require a strong knowledge of the regulatory and legal aspects of contracting, as well as the socio-economic goals and objectives of the government, including intergovernmental and international agreements such as the GATT accord.

The Comptroller provides input into the planning documents of the operational planning framework, contributing financial and other data for the development of the Multi-Year Operational Plan.

As the Manager/Prime User of the Financial Management System (FMS), the Comptroller works in close association with the Director General, Information Systems, to discuss and resolve problems related to its management and operation. The Comptroller oversees the management of the system, and plans the interface of current or proposed operating systems with the FMS to facilitate total financial management. As well, as the Manager/Prime User of the Financial Control System (FINCON), the Comptroller works in close association with the Director General, Compensation and Payments Services Branch. The Comptroller is also the Chairman of the Fincon Cost/Price Committee. The Comptroller formulates and recommends to the Operations Review Committee financial administration systems compatible with government, departmental senior management requirements and those of Treasury Board; ensures reporting of revenues and disbursements and control of assets and liabilities in accordance with Treasury Board Revolving Fund Policy in a revenue dependent mode; advises the Operations Review Committee, the DM and his/her staff on needs of financial administration and the implication of decisions, both at the planning and operational stages; advises on the application of legislative, regulatory and other financial requirements of Parliament and central agencies.

As the senior full time financial officer, there is frequent contact with the Deputy Minister, Assistant Deputy Ministers and Directors General on matters of financial administration, operational policy and planning requiring Operations Review Committee approval. Contacts outside the Department representing the Department on technical and professional matters include senior officers of the Office of the Comptroller General, Program and Estimates Division of Treasury Board, senior officials of the Auditor General, as well as senior financial and executive officers of companies with whom the Department is negotiating supply contracts.

DIMENSIONS (Constant Dollars)

Department	9,645 Person-Years
Direct Subordinate Staff	253
Functional Subordinate Staff	125
Salary, Operating and Maintenance Budgets	\$3.3 Million
Departmental Cash Flow	\$618 Million

SPECIFIC ACCOUNTABILITIES

1. Directs all activities relating to the establishment of departmental financial accounts; the maintenance of those accounts; and the reporting of results in accordance with law, regulation and Treasury Board policy direction.
2. Directs the coordination and preparation of departmental planning submissions to Treasury Board for Multi-Year Operational Plans, Main Estimates, Rate Setting and Person-Years.
3. Directs the financial management of the Crown Assets Disposal Corporation.
4. Directs the development and maintenance of financial systems and performance measurement systems to enhance the management capabilities of departmental managers.
5. Contributes to the management of the Department's supply acquisition activities by directing the development and promulgation of policies and procedures for contractual financial administration.
6. Provides strong functional guidance to department financial officers reporting to line management.

EVALUATION RATIONALE

Comptroller

KNOW-HOW

- G Mastery of financial management and administration as well as concepts and theories of professional accounting. Broad knowledge of planning, forecasting, budgeting, analyzing, maintenance and verification of accounts, control of revenue and expenditures functions.
- III Operational management of an organization accountable for the control of assets, cash management control, accounting for revenues, product and operating cost in appropriation and revenue dependent activities.
- 3 Successful achievement of objectives requires motivating a large staff, advising senior management and in making representation to Treasury Board.
- 700 Middle number represents solid knowledge and experience in a professional specialization.

PROBLEM-SOLVING/THINKING

- F Thinking within broad departmental goals and objectives and established government accounting policies and procedures, solutions must be found to problems associated with overall financial administration in the department. Receives general direction when establishing financial programs to ensure effective development, implementation and maintenance of departmental objectives.
- 4 Analytical, interpretive and evaluative thinking required to develop accounting and financial management standards and directives to meet the operational needs of the entire department, and to provide functional guidance to financial administrators reporting to line organizations. Additionally, the areas of revenue dependency, cost analysis and audit support to the procurement function, and costing systems in support of the variety of businesses are largely unique to the government, and therefore require innovative thinking in a generally defined environment.
- (57) Lower percentage reflects the availability of overall guidance and the role as departmental authority in administration of contracts.

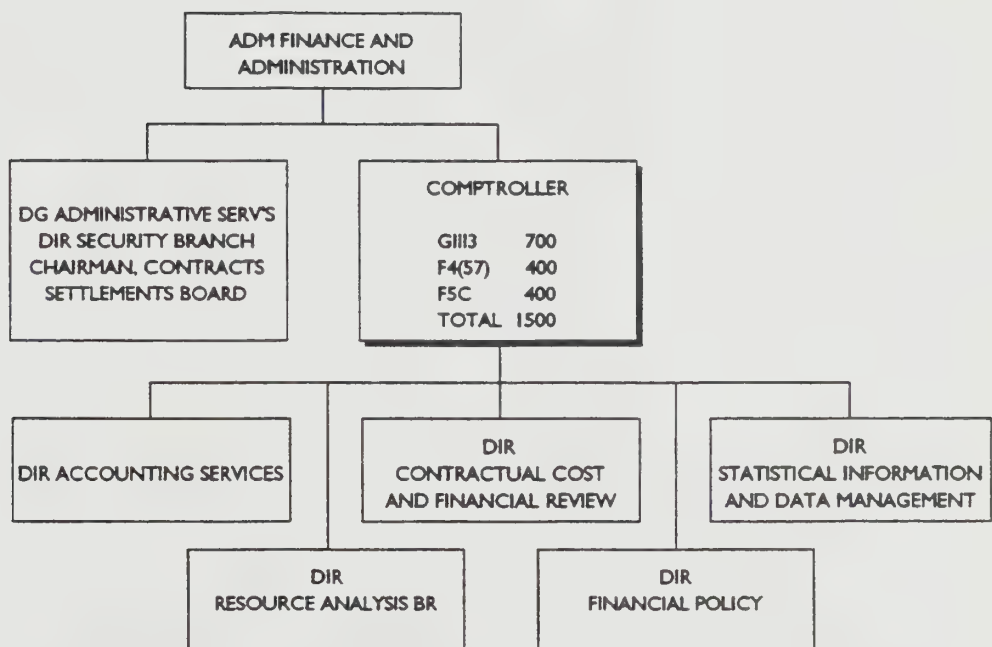
ACCOUNTABILITY/DECISION MAKING

- F Reporting to the Assistant Deputy Minister, Finance and Administration, is subject to managerial direction in recommendations on departmental systems of financial administration compatible with government, Treasury Board, and senior management where they exist; has considerable freedom to act in functions not covered by Central Agency directions, such as factory standard costing and inventory management systems as in the retail sector.
- 5C The position has a contributory impact on the Operations of the Department. The proxy selected to represent these operations is the departmental budget for expenditures and revenues of \$618 million dollars (constant).
- 400 Middle number reflects the size of budget affected, given that the ADM retains overall managerial control.

SUMMARY

GIIB 700	F4(57) 400	F5C 400	1500	0
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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: B-7-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: B-7-B

POSITION TITLE: Director General, Financial Planning and Programming

GENERAL ACCOUNTABILITY

Is accountable for providing information and advice on major resource allocations, funding and programming decisions; directing and coordinating preparation, analysis evaluation and submission of the Department's operational plans, budgets, forecasts and other financial reports to the Program Control Board (PCB); ensuring that policies, systems and procedures are in place throughout the Department.

ORGANIZATION STRUCTURE

This is one of six positions at the second level reporting to the ADM Finance. the other five are: DG Cost Recovery and Economic Evaluation; Directors, Financial Administration; Administrative Services; Materiel and Contracting Services; Management Systems.

Specific functions of the four positions reporting to the Director General, Financial Planning and Programming are:

Chief, Financial Planning and Analysis (Staff of 22) is responsible for providing evaluated financial performance data; recommending on the financial viability of proposed projects and programs; maintaining a system for long-term resource planning; coordinating and directing preparation of the multi-year operational plan, estimates, expenditure plans and supplementary estimates.

Chief, Policy, Procedures and Systems (Staff of 11) is responsible for developing departmental policies, standards, systems and procedures, concerning identification of resource requirements, preparation of resource allocation proposals, etc. for presentation to the senior ADM/DM level; developing departmental policies, procedures and reporting systems for project management and project cost control.

Chief, Reporting and Budget Control (Staff of 8) is responsible for producing comprehensive and integrated financial and non-financial information of all departmental groups; monitoring budgetary control; directing the maintenance of procedures and guidelines for financial performance reporting; directing budgetary control and resource allocation functions.

Chief, Capital Program Management (Staff of 8) is responsible for coordinating and controlling the capital program management process through formulation of the capital portion of the Operational Plan and Main Estimates; advising on levels of funding and distribution of funds.

NATURE AND SCOPE

The Department's objective is to attend to the development and operation of a safe and efficient national transportation system that contributes to the achievement of government objectives, and to operate specific elements of this system. The finance group centrally controls and provides services to the Department in areas of finance, planning and programming, cost recovery and economic evaluation etc.

Within this environment, the Director General, Financial Planning and Programming provides policies, procedures and systems for capital program management, financial planning and analysis, reporting and budget control, and the provision of advice and guidance on financial matters.

The Director General maintains a capability to identify the need for, and to develop and implement departmental policies, procedures, systems and standards relating to operational and financial planning, analysis and programming, project management and management reporting; to evaluate major resource proposals pertaining to capital construction and acquisition, grants and contributions, operations and maintenance and revenue initiatives.

The incumbent is required to provide policy guidance on all aspects of capital project management, to maintain the departmental project management manual, and to monitor project management procedures relating to cost control and to advise the DM on the adequacy of the procedures.

The DG acts as departmental coordinator in responding to government decisions to implement reductions in approved budgets to restrain government expenditures, or to free up resources for new initiatives as a consequence of changing government priorities. The incumbent's financial projections, analyses and recommendations are critical to ensure the Department's spending remains within approved levels.

The DG is the primary contact with senior officials at central agencies; serves on interdepartmental committees where advice is required in the development of government financial planning, programming and budgeting procedures; is required to maintain regular contact with senior departmental officials, including the Deputy Head, to present briefings and to participate in discussions on resource allocation recommendations.

Contacts include Assistant Deputy Ministers, Directors General and Directors, on the coordination of the planning/programming cycle and negotiation of changes to resource allocation proposals.

A major challenge of the position involves direction in respect of the implementation of the government's policy and expenditure management system. This requires the development and implementation of an operational planning system that establishes specific measurable goals at all levels of the Department in a time context, and ensuring that related resource requirements for their attainment are determined, with due regard to economy, efficiency and effectiveness; the development of the appropriate accounting methodology to accurately measure how resources are allocated is an imperative of the new management system.

<u>DIMENSIONS</u>	P-Y's (Constant Dollars)	(\$Millions)
Directorate Operating	49	0.979
Branch		
Salary, Operating and Maintenance Budget	2,700	158.9
Capital Expenditures		6.9
Department		
Salary, Operating and maintenance Budget	21,120	630.8
Capital Expenditures		606.9
Grants & Contributions		329.0
Revenues		<u>219.5</u>
		1985.5

SPECIFIC ACCOUNTABILITIES

1. Provides advice and information to all major resource allocation, funding and programming decisions, through recommendations based on incisive analysis capacity.
2. Directs and coordinates the preparation, analysis, evaluation and submission of the Department's operational plans, main estimates, major planning documents, budgets, forecasts, and other financial reports, to the Program Control Board (PCB).
3. Establishes, maintains and ensures that necessary policies, systems, processes and procedures relative to planning and programming are in place throughout the Department.
4. Coordinates and controls the Capital Program management process.
5. Provides functional direction to staff in regions and Headquarters, with respect to financial planning and programming, including budgeting and management reporting.
6. Establishes and maintains operational planning, programming, and budgeting, reporting processes to meet the specific needs of Corporate Management through the development, coordination and management of appropriate systems and procedures, and advises on all matters pertaining to financial planning and programming.
7. Meets the objective of the Branch through optimum utilization, training, development and motivation of human resources.

EVALUATION RATIONALE

Director General, Financial Planning and Programming

KNOW-HOW

- G Mastery is required in the fields of financial planning, operational planning, budgeting, programming, and capital program management to support analysis of all departmental programs.
- III Work involves the department-wide coordination of activities which are diverse including financial planning, financial analysis, development policies and systems, capital program management, and budgeting.
- 3 Successful achievement of objectives requires communicating with senior departmental officials, officials of Treasury Board, Department of Finance, Comptroller General's office and the media.
- 700 Middle number reflects the requirement of the position to provide authoritative recommendations to the Program Review Board.

PROBLEM-SOLVING/THINKING

- F Thinking is within broad policies and objectives of the central agencies related to operational planning, financial planning, analysis and programming as well as budgeting.
- 4 Evaluative interpretive, and constructive thinking required when establishing policies, systems and processes for the department, relative to planning, programming, budgeting and financial reporting.
- (57) High percentage reflects upward pull to G even though the position thinks within general central agency policies, it develops departmental policies related to operational planning, financial planning, analysis and programming, project management and management reporting for the department.

ACCOUNTABILITY/DECISION MAKING

- F Reports to the Assistant Deputy Minister and is broadly subject to functional policies and goals related to financial operational planning, budgeting financial analysis and capital program management.
- 5C The position has a contributory impact on all departmental activities. The proxy selected to represent these activities is an operating expenditure budget of \$630 Million (constant).
- 400 Middle number reflects impact on all departmental programs through the management of the financial management function and the recommendations made to PCB.

SUMMARY

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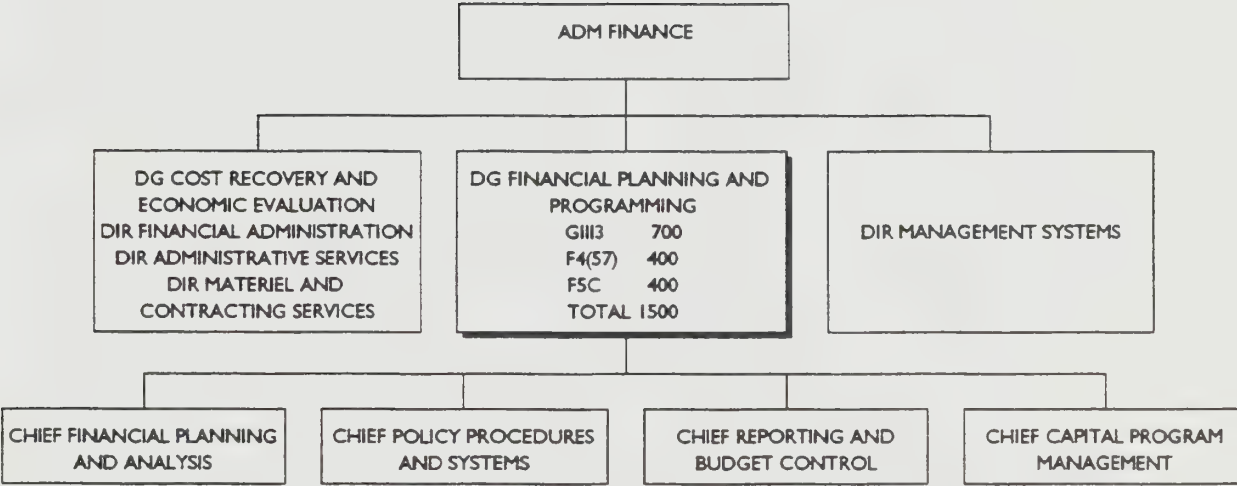
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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: B-7-B



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: B-6-A

POSITION TITLE: Director General, Finance

GENERAL ACCOUNTABILITY

Is accountable for ensuring the application of professional accounting and financial management standards and practices for all policies and programs of the Department and four associated agencies, and is accountable for ensuring the application of standards and practices related to contract administration.

ORGANIZATION STRUCTURE

This position is one of five at the second level reporting to the Assistant Deputy Minister, Administration. The others are Director General, Personnel; Director General, Management Services; Coordinator, Access to Information and Privacy; Director, Security.

Specific responsibilities of the three positions reporting to the position are:

Director, Financial Planning and Evaluation (Staff of 12) coordinates and prepares program forecasts, main estimates and supplementary estimates submissions; financial analysis of program data and consolidation of periodic financial reports; budgetary control; trend analysis and resource utilization reports; provides functional direction, guidance and advice to senior management on Central Agency and Portfolio policies and guidelines.

Director, Financial Policy and Internal Control (Staff of 31) identifies, interprets and communicates accounting policies; establishes policies and procedures for accounting, internal control and financial reporting including the definition of systems requirements; produces and distributes the financial management manual and circulars; develops and presents financial training programs; develops and coordinates internal control programs; reviews and maintains national standards for hospital rate reviews; and provides a secretariat service for the Contract Review Board.

Director, Accounting Services (Staff of 36) directs the corporate accounting activities of the Portfolio; produces management and fiscal reports at the corporate level for the Portfolio (including Public Accounts); provides accounting services (including payroll verification and cashier services) to Head Office (Charlottetown).

NATURE AND SCOPE

The Portfolio of a Department and four Agencies provides support for the economic, social, mental and physical well-being of veterans, their dependents and other eligible persons.

The Division of Finance provides the central financial administration to the Department and the Agencies, each headed by a Deputy Head. The Portfolio is highly decentralized and is undergoing major changes. Regional Managers of Finance provide for the accounting and budgetary control requirements of the regional and district offices both of Field Operations and other regionalized agencies; as all but one of the hospitals has been transferred to provincial jurisdiction, a complete hospital accounting service for the one major hospital remaining is provided through the Director, Finance at the Hospital while the Division of Finance is directly responsible for monitoring, verifying and negotiating fees for services and other reimbursements claimed by provincial authorities subsequent to the transfer of a hospital.

The Director General, Finance provides leadership in the development of financial policies and systems within the Portfolio and in the management of cost-effective services in budgeting and budgetary control in the design, communication and maintenance of systems of financial administration, accounting and payment services, and in the development of training and career programs for financial officers throughout the Portfolio, including the establishment of standards of competence and the quality of employee performance and evaluation program. He/she provides advice on the application of legislative regulatory and financial requirements of Parliament and Central Agencies.

As senior full-time functional expert, the Director General advises and supports the efforts of Deputy Heads and other executive officers to ensure that financial implications of program proposals are fully considered by management and to provide a rational approach to reconciling the competing demands of programs for limited resources; to comply with the Financial Administration Act and Central Agency directives and to pursue efficient and effective management policies. The incumbent also participates in the overall formulation of goals and plans at the portfolio, agency, department and branch levels through membership on related committees.

The Director General, Finance applies financial controls to the systems for effective and efficient delivery to clients of pensions and allowances payable in the various retirement acts and regulations.

The Director General provides leadership for contract administration in order to raise the level of administrative awareness, strengthen the reference to common service agencies and focus the decision-making process in contracting generally. All aspects of law of contract and financial, personnel and materiel management must be considered.

The Director General is the chairperson of the Contract Review Board and as such is the financial "gatekeeper" in contracting matters. In relation to this responsibility, the Director General, Finance reports to the Deputy Minister.

The Director General, subject to the Assistant Deputy Minister, Administration, acts as a spokesperson for the Portfolio to the Central Agencies on policy and resource proposals and is responsible for initiating any steps necessary to ensure internal compliance with mandatory requirements.

The Director General is in frequent personal contact with the Deputy Heads, executive officers and their immediate subordinates to exchange information, test proposals and to negotiate agreement on proposed submissions to Treasury Board. Contacts with central agencies include Deputy Secretaries, officers of the Program Branch and Administrative Policy Branch of the Treasury Board Secretariat; Deputy and Assistant Comptrollers General and their officers; senior officers of the Department of Supply and Services, to secure action on Portfolio proposals, exchange information, clarify decisions and to contribute to service-wide policy. The Director General negotiates directly with the senior management of transferred hospitals and provincial representatives on the audit and assessment of provincial claims for cost reimbursement and fee changes authorized under the relevant transfer agreement.

Membership on committees include the Departmental Executive Board, which deals with matters affecting the Department; and the Branch Management Team which is composed of the Assistant Deputy Minister, Administration and his/her Directors General and deals with branch matters. The Director General, Finance is also a member of the Portfolio Administration Committee which deals with operational development and problems related to finance, personnel, information and administration.

DIMENSIONS (Constant Dollars)

Salary, operating and maintenance budgets:

Division	\$999,514
Portfolio	\$409,254,000

Person-Years:

Division	82
Functional	155
Portfolio	3,600

SPECIFIC ACCOUNTABILITIES

- 1 Ensures the highest level of productivity toward the achievement of the Portfolio's mission, in particular, regarding the allocation of financial resources, their utilization and maximum utilization of financial policies while respecting financial controls.
- 2 Ensures that the Portfolio meets the macro financial controls inherent in the Canadian Parliamentary system available within the required Votes and controlled allotments to meet program delivery requirements, including participating in appearances before Standing Committees; that there are no expenditures over the Vote levels and the controlled allotment levels, including initiating Treasury Board submissions for supplementary estimates and allotment transfers; that Public Accounts are reported in same manner as funds were appropriated and with full disclosure.
- 3 Ensures the application of checks and balances to the contracting process so that all aspects of law of contract and financial, personnel and materiel management are taken into account.

- 4 Provides expert functional direction as the Senior Full-Time Financial Officer in financial administration by prescribing Portfolio objectives or programs and the methods and procedures to be followed by ensuring adherence to established departmental programs, methods and procedures.
- 5 Negotiates financial, human and information resources for the Division of Finance.
- 6 Ensures the selection, targeted and timely provision of relevant information to superiors, to staff and to colleagues in order to position ongoing operations, projects and the organization strategically and tactically in the best manner possible for the highest level of service to the clients of the Division of Finance.

EVALUATION RATIONALE

Director General, Finance

KNOW-HOW

- G Mastery of financial administration policies and procedures; thorough knowledge of financial requirements for all programs of the Department and its allied agencies. Intensive experience in all aspects of financial administration and proficiency in the development of financial policies and systems.
- III Coordination of the financial function across decentralized Portfolio of 3,600 PY.
- 3 Successful achievement of objectives requires providing advice to senior management, motivating a staff of 82 and providing functional direction to financial personnel in the 5 regions and the major departmental hospital.
- 608 Low number reflects the focus of the managerial challenge within a relatively small sized department.

PROBLEM-SOLVING/THINKING

- F Thinking within broad policies and procedures covering financial administration and Portfolio programs; provides advice and develops policies and procedures to ensure financial implications are considered by management.
- 4 Analytic and constructive thinking is required in development of effective financial information systems, in review of program forecasts and estimates and in participating in the formulation of goals and plans at the Portfolio level.
- (57) Higher percentage reflects the policy development component of the position. As the senior financial specialist, the position has full program development role.

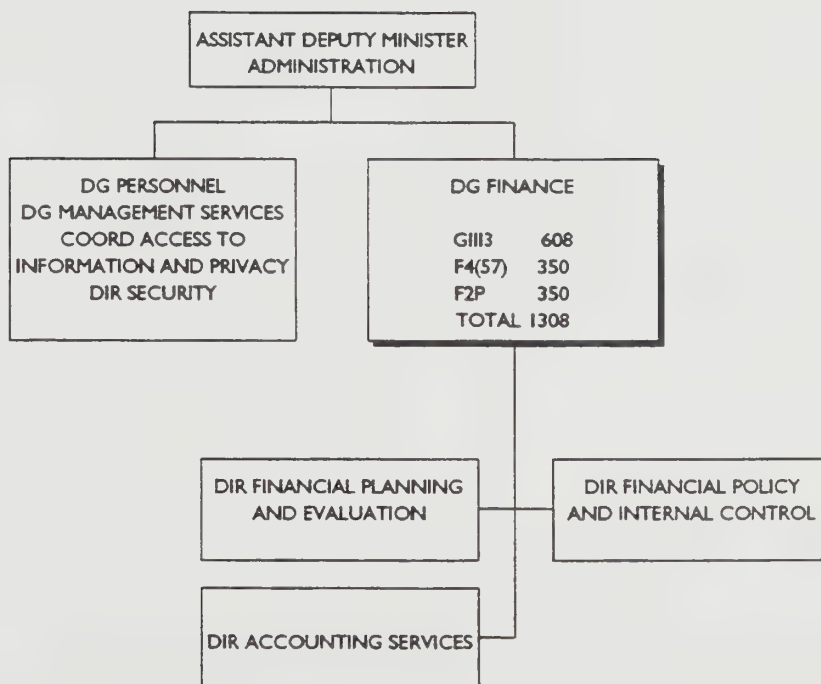
ACCOUNTABILITY/DECISION MAKING

- F Reporting to the Assistant Deputy Minister, Administration, receives general managerial direction in the provision of a total financial management service to the Department and its allied Agencies. Acts with considerable autonomy in negotiating audit and claims for hospital transfers.
- 2P The position has a primary impact on Division activities. The proxy selected to represent these activities is an annual operating budget of \$999,514 (constant).
- 350 High number reflects the size of the direct budget, the presence of service-wide policies governing the function and the impact on the Portfolio budget of \$409 Mil (constant).

SUMMARY

GIIB 608	F4(57) 350	F2P 350	1308	0
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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: B-6-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: B-5-A

POSITION TITLE: Director, Accounting Policy and Financial Systems Development.

GENERAL ACCOUNTABILITY

Is accountable for the development of financial administration and operational accounting policies, systems and procedures for the Department's programs to meet the operational needs of management and to conform with the requirements of government acts, statutes and regulations.

ORGANIZATION STRUCTURE

This is one of five positions at the third level reporting to the Director General, Financial Services. The other four are the Director, Financial Management; Director, Accounting Operations; Director, Internal Control; and Director, Financial Research.

Reporting to the Director, Accounting Policy and Financial Systems Development are three and Senior Project Leaders who coordinate the development of accounting policies, systems and procedures; manage the planning, design and implementation of financial administration and management systems related to various assistance programs; interpret all government service-wide accounting policies and regulations; assist and advise Financial Services Managers and Directors of Finance and Administration in Regions and NHQ on implementation and application of accounting policies, systems and procedures; and supervise the operation of two or more employees each on a project basis.

NATURE AND SCOPE

The Department operates in the economic sector of the government's programs including employment development, immigration and short-term assistance for workers.

Support of the Department's programs and the decentralization of responsibilities to regional offices require the establishment of a core of senior administrative branches to provide staff advice to the Executive Directors through the Director General, Financial Services and to provide leadership and direction for operating management in the maintenance of essential services by NHQ program/policy groups and by the eleven regional operations.

In cooperation with other specialized branches within the Department, programs and policies are developed and implemented covering financial policies, systems and procedures on a department-wide basis to cope with both operating management needs and to comply with statutory and regulatory requirements. The development and implementation of operational policies and systems to serve the decentralized Department call for consultation with the program/policy and line managers to arrive at the optimum formulation of recommendations for operational policies and to monitor the application thereof. Some financial operational

policies and systems are the result of a joint effort of more than one division, involving for example financial planning and analysis, and internal control.

While functional financial direction is exercised at the level of the Director General, it is the incumbent who provides all the information/data for such direction. He or she, on behalf of the Director General, provides advice and guidance, to Regional Managers of Financial Services and to Financial Advisors at NHQ, on all matters regarding the implementation and application of accounting policies, systems and procedures.

The Director is required to develop and implement commitment systems for the control of operations, grants and contributions, Unemployment Insurance fund and loan programs. In addition, the Department has requested the implementation of an accounts receivable system and has decided to decentralize the accounting and collection of all accounts other than those of the major client program. The development of the new financial administration manual, detailing the procedures for all financial systems in the Department, is an ongoing matter.

The implementation of these major projects requires the development of detailed plans, which involve discussions with NHQ and Regional Executive Directors, and the preparation of submissions for approval by the Administrative Policy Committee. The Director oversees the development of briefing material required by the Director General to defend such proposals. The Director may, as needed, negotiate with outside consultants concerning specific projects, for example, the Commitment Control and Pre-Audit Study for Assistance Programs; evaluate consultants' work; and advise on contract terms and their fulfilment. Furthermore, with the increased use of automated systems, the Director is involved in the planning and development of computerized financial systems. The responsibility for developing recruitment criteria, on-the-job training, and appraisal of financial staff throughout the Department has been assigned to this Directorate, ensuring the best way of preparing financial staff for their expected performance. The Director takes a leading role in the recruitment, training and development of the Department's human resources in the financial area.

The Director maintains effective working relationships with government departments such as the Treasury Board, and the Departments of Finance and Revenue Canada. The incumbent supports the Director General in the establishment of effective working relationships with provincial governments and agencies or groups within the private sector in all matters pertaining to the negotiation of financial policies and financial management systems governing the agreements on programs jointly financed and administered.

DIMENSIONS (Constant Dollars)

Department Strength:	24,000 person-years
Divisional Strength:	12 persons-years
Salary, operating and maintenance budget:	\$ 205,000
Department Budget:	\$ 2.5 Bil

SPECIFIC ACCOUNTABILITIES

- 1 By formulating financial operational policies and establishing systems and procedures assists the Director General, Financial Services and the Executive Director, Finance and Administration, in discharging their respective responsibilities for financial administration management and control in the Department.
- 2 Maintains appropriate documentation on financial policies, systems and procedures and related computer systems specifications on a continuing basis.
- 3 Interprets for officers in NHQ and regions government accounting policies and regulations, and assesses their impact on existing departmental policies.
- 4 Establishes and maintains commitment and allotment control systems.
- 5 Ensures the evolution of organizational structures within Financial Services for effective management control and division of responsibilities.
- 6 Develops financial systems consistent with the system for the delegation of signing authorities to meet internal control requirements.
- 7 Recommends career planning and training initiatives for financial staff throughout the Department.

EVALUATION RATIONALE

Director, Accounting Policy and Financial Systems Development

KNOW-HOW

- G Mastery of the theories, principles and techniques of financial administration and accounting; experience in the development of operational policies, systems and procedures to meet the operational needs of management in compliance with government acts, statutes and regulations.
- II Operational and conceptual integration and coordination of departmental financial operational policy formulation, manuals, EDP financial systems policy and financial projects in support of departmental goals and objectives.
- 2 Reflects the requirement for the position to establish and maintain professional relationships with line managers to facilitate the acceptance of recommendations and advice proposed by the position.
- 528 Middle number reflects the expertise required to manage the operation of a highly specialized activity, within an important departmental function.

PROBLEM-SOLVING/THINKING

- E Thinking within clearly defined policies with readily available direction and within established practices, develops departmental financial administration and accounting policies, systems and procedures to meet the operational needs of management.
- 4 Analytical and constructive thinking under variable situations including the development of financial policies, providing interpretation and analysis of government accounting policies, developing a departmental financial human resource plan, recruiting and training financial officers and providing leadership to project teams in response to changing department needs.
- (50) Higher percentage reflects the role of the position as departmental authority within a highly specialized area and the variety of situations for which solutions must be found.

ACCOUNTABILITY/DECISION MAKING

- E Reporting to the Director General, Financial Services and within broad practices and procedures, functional precedents and clear objectives, is accountable for the coordination and development of financial policies, updating financial administration manuals, designing and implementing financial and administrative management systems, interpreting government accounting policies, developing a financial human resource plan and incorporating departmental policies in EDP applications.
- 5C The position has a contributory impact on Department activities. The proxy selected to represent these activities is an annual budget of \$2.5 Bil (constant).
- 230 High number is consistent with the position's support function, the impact on all departmental expenditures and size of budget.

SUMMARY

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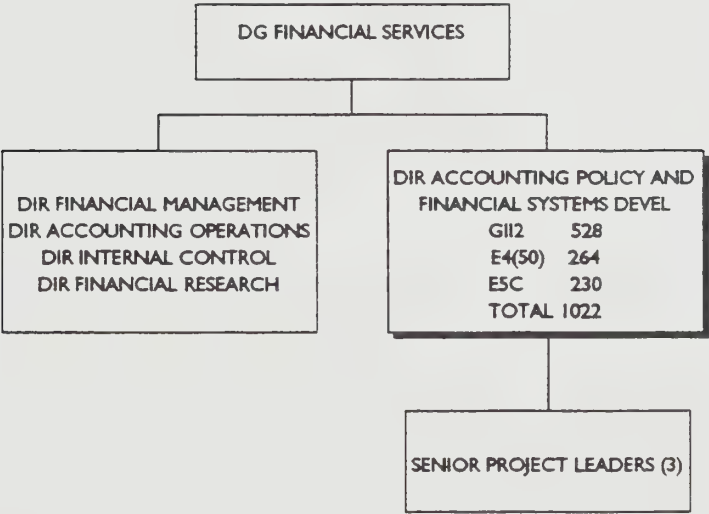
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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: B-5-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: B-4-A

POSITION TITLE: Regional Manager, Finance and Administration

GENERAL ACCOUNTABILITY

Is responsible for the proper and effective management of the finance, materiel management, information systems, contract administration and administration functions within the Atlantic Region of the Department.

ORGANIZATION STRUCTURE

This position is one of nine at the third level reporting to the Regional Director General. The others are the Regional Managers, Construction; Property Administration; Real Estate Services; Program Planning and Coordination; Personnel Administration; Regional Information Officer; Regional Safety Officer; Regional Planning Advisor.

Specific functions of the positions reporting directly to the Regional Manager are:

Chief, Financial Planning and Analysis (Staff of 4) is responsible for regional financial planning, the budgetary cycle of program forecast and main estimates coordination and preparation, cash management, the analysis of construction, lease and lease-purchase investment proposals.

Chief, Accounting Operations (Staff of 22) is responsible for all general accounting and control services composed of accounts payable, project accounting, pay accounting, cost accounting.

Manager, Administration (Staff of 22) is responsible for the regional common support services comprising records management, communications, accommodation management, word processing, photocopy, printing, secretarial services and forms management.

Chief, Materiel Management (Staff of 7) is responsible for purchase and supply, asset control and inventory management.

Chief, Management Information Systems (Staff of 4) is responsible for regional computer operations.

Chief, Contract Policy and Administration (Staff of 5) is responsible for tendering services relating to building construction, major and minor repairs and leasing of space.

4 District Managers, Finance and Administration (Combined Staff of 66) are singly responsible to provide and manage accounting services comprising payables and receivables, budgetary control and reporting, general administrative services, materiel management, information services and tendering and contract awarding services.

NATURE AND SCOPE

The Department is responsible for the provision of office and other accommodation throughout the region.

The Regional Manager, Finance and Administration is responsible for all aspects of finance, materiel management, information systems and administration at the regional level including the preparation of regional reports for inclusion in the main estimates and program forecasts.

The position directs the research and development of new and improved operational financial and general management policies for the region.

The Regional Manager provides the Regional Director General, the Assistant Deputy Minister, Finance and Administration and the Executive Secretary with advice and evaluation on the effectiveness of the finance and administration functions and organization within the departmental framework as well as the resource employment.

As a member of the Regional Management Committee and the Regional Realty Strategy Committee, the incumbent provides direct input in all regional planning processes, resource deployment and project decisions. He or she is responsible for the financial analysis of capital, lease, lease-purchase proposals initiated in the region and maintains liaison with headquarters on these matters.

The Regional Manager directs the allocation of regional budgets, the maintenance of budgetary control and reporting systems to regional management, in the maintenance of cost management and control, and interpretation of financial accounting policies.

The incumbent guarantees the integrity and reliability of budgetary control and reporting systems in the Region to ensure probity and prudence is duly exercised in the handling of regional resources.

The Regional Manager, Finance and Administration, as the departmental representative, maintains effective liaison with representatives in the private sector and professional associations and a wide range of consultants both within and outside the federal government.

DIMENSIONS (Constant Dollars)

Person-Years:

Region	1370
Division	133

Salary, Operating and Maintenance Budget:

Division	\$866,000
Region	\$49 Mil (Appropriations)
	\$22 Mil (Revolving Fund)

Value of Assets:

Real Property	\$541 Mil
Marine Plant and Structures	\$220 Mil

SPECIFIC ACCOUNTABILITIES

1. Ensures effective expenditure, commitment and budgetary control and reporting by ensuring compliance certification to the Financial Administration Act.
2. Ensures the integrity, comprehensiveness and relevance of financial and other information provided by the region in replies to parliamentary, ministerial and other questions.
3. Ensures effective control of support and advisory services to regional and district management in the areas of pay, general, project and cost accounting, tendering and contract policy and administration, the provision of management information, the provision of a wide range of administrative support services and the provision of materiel management services including purchase and supply, inventory control and materiel disposals.
4. Monitors through analysis the regional budgetary performance by providing ratio and trend analysis, capital, lease and lease-purchase investment proposals.
5. Develops new operational policies, methods and procedures and makes recommendations to regional management and/or headquarters and provides interpretation of existing policies in respect of all functional areas.
6. Ensures effective liaison is maintained with client departments and central headquarters in the area of services to clients and the collection of revenues for services rendered.

EVALUATION RATIONALE

Regional Manager, Finance and Administration

KNOW-HOW

- F Extensive financial knowledge in all aspects as required to advise Regional Director General and Regional Managers on all matters relating to budgets, accounting systems, etc.
- II Scope of this function includes all related general administrative activities such as contract administration, EDP systems, materiel management, coordination of stenographic services as well as regional comptrollership.
- 3 Successful achievement of objectives requires the incumbent to establish and maintain extensive contacts throughout the region.
- 460 High number reflects solid expertise required in related activities.

PROBLEM-SOLVING/THINKING

- E Thinking within well defined financial and administrative policies and objectives set forth by Department and Central Agencies.
- 4 Analytical and constructive thinking required in providing accounting advice to ensure optimum budget and capital utilization and to ensure smooth implementation of complex accounting systems.
- (43) Low number reflects the guidance available from both Central Agencies and Headquarters.

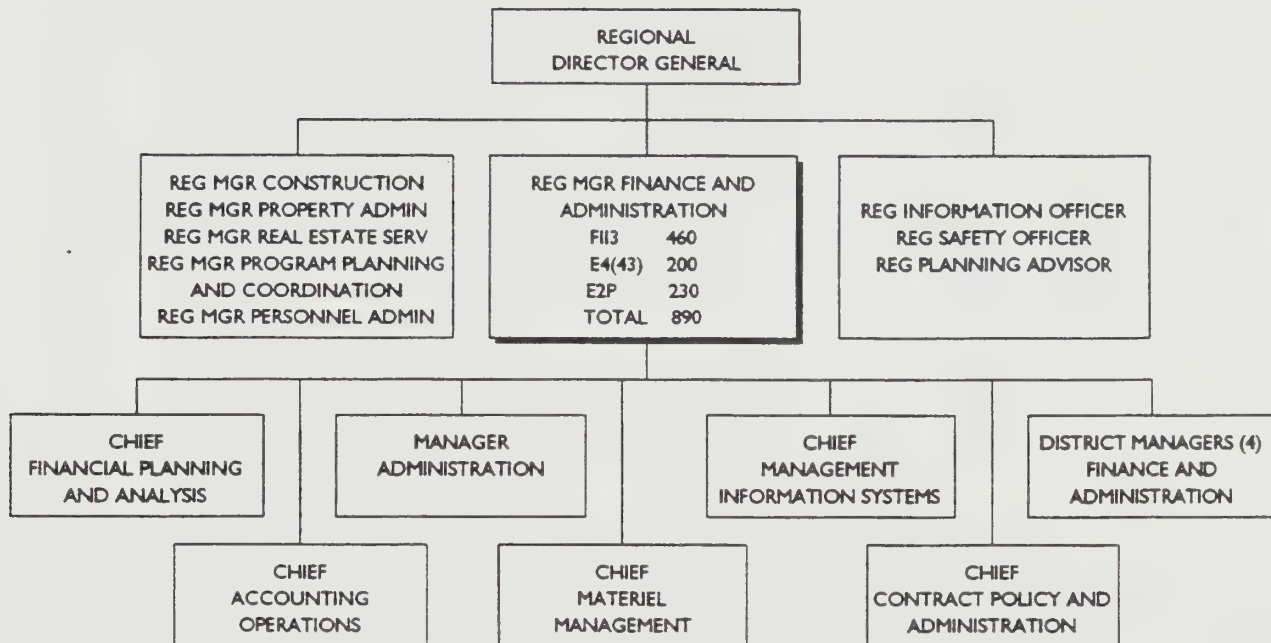
ACCOUNTABILITY/DECISION MAKING

- E Subject to broad functional direction from Headquarters financial and administrative units. Responsible for cost effective practices throughout the region.
- 2P The position has a primary impact on regional division activities. The proxy selected to represent these activities is a budget of \$866,000 (constant).
- 230 Rating reflects amount of direction available and the size of operating budget.

SUMMARY

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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: B-4-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: C-9-A

POSITION TITLE: Assistant Deputy Minister, Personnel

GENERAL ACCOUNTABILITY

Is accountable for the provision of advice to the Minister, Deputy Minister and senior executive managers on major policy issues and programs affecting personnel in the Department and on certain aspects of the personnel policies and programs of crown corporations under the purview of the Minister; directs the establishment of personnel policies and programs in the Department within the public service personnel management framework.

ORGANIZATION STRUCTURE

The position is one of fourteen at the first level reporting to the Deputy Minister. The other thirteen are: the Assistant Deputy Ministers, Aviation; Marine/Coast Guard; Surface; Policy and Coordination; Finance; and Airports Group; Directors General Review; Security and Emergency Planning; and Public Affairs; the General Counsel; the Inspector General, Transportation Safety; the Senior Advisor; and the Executive Assistant.

Specific functions of the six positions reporting directly to the Assistant Deputy Minister Personnel are:

Director General, Training (Staff of 400) is accountable for developing, implementing, planning, administering, coordinating and controlling all training activities and programs in the Department; for directing the management of two training plants and the delivery of training activities.

Director General, Personnel Policy and Planning (Staff of 82 + Pools 34 = 116) is accountable for planning, directing and controlling policies and programs in human resources planning and utilization, employment equity, personnel management information systems, personnel manuals, official languages, personnel policy coordination, counselling, incentive awards and for monitoring the implemented personnel activities; and developing policies and procedures governing organization, classification and staffing programs.

Director General, Regional Personnel Operations (Staff of 14 HQ + Regional 474 = 488) is accountable for directing through twelve regional personnel managers a full range of personnel services and functions to all employees; and for controlling the SAPP complement for the Department.

Director General, Staff Relations and Compensation (Staff of 37) is accountable for the development and policy direction of comprehensive staff relations, health and safety, compensation and other benefit program activities. The position is the investigation focal point for human rights, Section 31 termination, conflict of interest, workforce adjustment and equity treatment of staff concerns.

Chief, Management Systems and Development (Staff of 5) is accountable for planning, developing and overseeing the implementation of an integrated system for strategic and operational work plans; designing, organizing and monitoring a performance measurement system; administering the information program for the group.

Director, Senior Management Resourcing (Staff of 9) is accountable for directing the development and managing the Career Management System for the Executive and Senior Management groups in the Department.

NATURE AND SCOPE

This large, complex department of approximately 20,000 person-years, is divided into three sectors: Operations, Planning and Development, and Services.

The Department's programs are directed towards the safe and expeditious movement of passengers and goods. This requires the placement of employees, and provision of services at a multitude of work sites geographically located across Canada. Many of the skills required, for such a workforce cannot be obtained through normal recruitment practices, which places a high priority on the training, retraining and development of staff.

The majority of departmental employees are involved with regional operations. These operations are directed by regional officers at major centres across the country, each of which has a resident Regional Personnel Organization to conduct delegated activities. The ADM Personnel, in addition to directing policy development, program planning activities at the national level, provides advice and line direction to the regional personnel advisors.

The development of common national personnel policies and programs in a complex department is in itself a major challenge, as, not only each sector, but each transportation mode of operations presents divergent and frequently conflicting priorities and requirements. All of these are likely to be justified in terms of the operational needs and commitments of the organization in question. Ensuring that a standard of service is defined and this service is maintained to the operational managers is of paramount importance. The search for a definition of common ground becomes paramount when participating with central agencies in the establishment of service-wide policies and programs. These must be tailored in order to give flexibility and maneuverability in meeting the Department's operational objectives.

The diversity of departmental operations is manifested in the number of occupational groups (approximately 45, for many of which the Department is the sole or prime user) and bargaining agents (seven, including several of the most militant) represented in the Department. This specialization frequently requires the Department to independently develop solutions to personnel problems which are without precedent elsewhere in the Public Service and conduct, in consultation with central agencies, personnel activities such as classification standards development. At the same time, the Department must play a lead role in the development and application of service-wide personnel policies and programs to ensure that activities and priorities are adequately represented.

The ADM Personnel provides recommendations and advice to the Minister, Deputy Minister on personnel management matters, analyses and selects alternatives from innovative solutions and approved precedents in order to resolve situations which are of a major significance; reviews and amends the overall impact of personnel policies and programs to determine their success in recruiting, developing, retraining and retaining qualified staff for departmental programs; initiates special studies to determine the impact of proposed central agency/union initiatives; and modernizes the personnel management information systems; establishes standards of service and ensures that the quality of service is maintained; represents the Department's interests in discussions of service-wide policies and programs with central agencies; and develops bargaining strategies in concert with Treasury Board for the Department's prime user groups.

The ADM Personnel is a member of the departmental Management Committee, the Senior Executive Committee of the Department, the Program Control Board and the Audit and Review Committee and, as such, provides personnel management expertise in the development of broad transportation policies and initiatives, as well as chairing or serving on departmental committees, such as the Training Council, concerned with national policies and programs. Interdepartmental committee participation also includes membership on the Advisory Committee on Personnel Policy. Contacts are also frequent with departmental ADM's and senior officers, the heads of central agencies, senior officers of crown corporations, of the transportation industry and of universities as well as with presidents and senior officers of bargaining agents.

DIMENSIONS (Constant Dollars)

Person-Years:

Department	22,000
Personnel	1,060

Salary, operating and maintenance budget:

Department	\$ 1.6 Bil
Personnel	\$14.9 Mil

SPECIFIC ACCOUNTABILITIES

- 1 Provides advice to the Minister, Deputy Minister, and the Senior Management Committee members on all matters related to human resources management in the areas of recruitment, training, development and retention of personnel in the fulfilment of departmental objectives.
- 2 Represents the Department's interests and priorities in the development of service-wide policy and negotiates for the resolution of problems and major concerns with Central Agencies, other departments and bargaining agents.
- 3 Directs the provision of personnel services to all levels of staff.

- 4 Controls the administration of the approved personnel disciplines, policies and programs through quality control, functional review and monitoring activities, to ensure that statutory, regulatory and central agency requirements are met.
- 5 Evaluates the overall personnel administrative functions in the Department based on accepted effectiveness and efficiency measures.
- 6 Ensures the provision of basic and advanced training so that staff is appropriately prepared to meet management's objectives and goals.

EVALUATION RATIONALE

ADM, Personnel

KNOW-HOW

- G Mastery of the theories, principles and techniques of personnel administration and management in the federal context, and in-depth knowledge of the goals, policies and programs of a large and extremely complex department.
- IV Department-wide management of the personnel function, including large, accredited educational institutions which are essential to the operation of the Department.
- 3 Successful achievement of objectives requires motivating a staff of approximately 1060 person years and advising the Deputy Minister.
- 920 Middle number reflects the size and complexity of the Department and its extensive decentralized nature.

PROBLEM-SOLVING/THINKING

- G Thinking within central agency policies, personnel management principles and guidance from the Deputy Minister in developing policies and programs for the personnel function, and terms of reference for significant projects.
- 4 Evaluative and constructive thinking is required to develop strategies for equitable treatment of staff during the work force reduction period, and to resolve operational problems with unions, central agencies and crown corporations.
- (66) Higher percentage reflects the challenge inherent in the complexity and size of the Department, including crown corporations and labour relations in sole user department within central agency policies.

ACCOUNTABILITY/DECISION MAKING

- G Acts under general guidance from the Deputy Minister in managing the personnel functions of the Department. The G is warranted given the size, independence and complexity of the function within this operating environment, and the high degree of effect on operations.
- 4P The position has a primary impact on personnel activities. The proxy selected to represent these activities is an annual operating budget of \$14.9 Mil (Constant).
- 700 Lowest number reflects scope and impact of position and size of budget controlled.

SUMMARY

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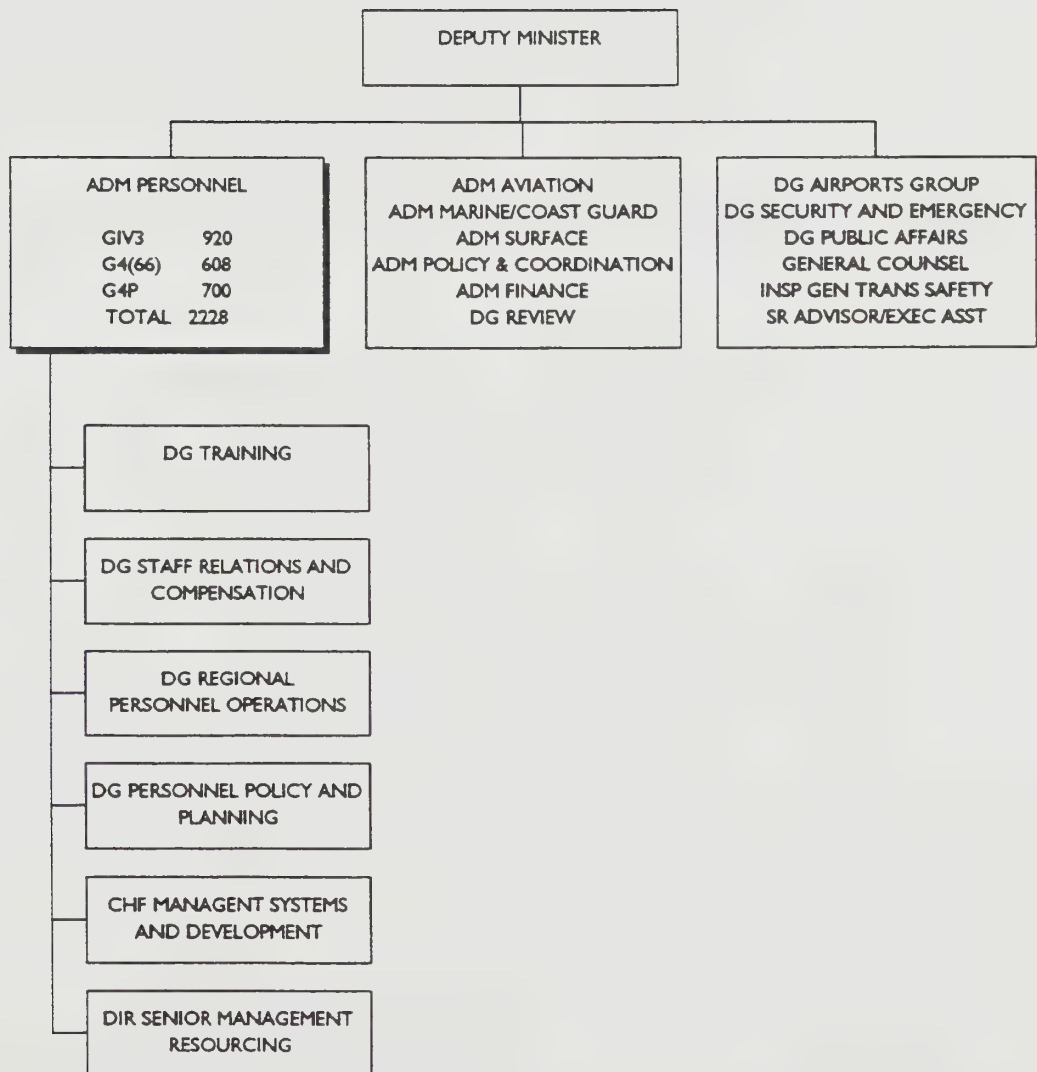
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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: C-9-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: C-8-A

POSITION TITLE: Director General, Personnel

GENERAL ACCOUNTABILITY

Is accountable for the planning, development and implementation of personnel policies and programs to enable the department's organization and human resources to function at their highest capacities.

ORGANIZATION STRUCTURE

The position is one of seven at the first level reporting to the Deputy Minister. The others are: ADM Conservation & Protection; ADM Parks; ADM Atmospheric Environment Service; ADM Policy; ADM Finance & Administration; DG Communications.

Specific functions of the three positions reporting directly to the Director General are:

Director, Personnel Operations (Staff of 14) is responsible for planning, coordinating and directing centralized personnel activities in classification, training and development, official languages training & testing, administration of the Executive Group, the Workforce Adjustment Program, the Career Assignment Program (CAP), and the Interchange Canada Program for the Department.

Director, Personnel Policy & Systems (Staff of 17) is responsible for developing departmental policies, systems and standards in all personnel disciplines; coordinating and integrating human resource plans with strategic, operational and work plans; managing and conducting effective audit and monitoring programs; managing Official Languages Information System; developing and improving the Human Resources Management Information System, managing and coordinating office technology projects.

Director Special Programs (Official Languages & Affirmative Action) (Staff of 6) is responsible for strategy and policy development, marketing and evaluation of highly sensitive and political departmental official languages and affirmative action programs.

NATURE AND SCOPE

The mandate of the Department is to protect and enhance the quality of the environment.

Policies and programs of the Department are generally developed and directed from national headquarters but the implementation of programs is on a highly decentralized basis, managed through five regional offices and at approximately 300 locations.

While each of the major organizational components (services) are related in terms of a common objective, each provides a distinct and specialized service. These include legislative and policy development, regulatory control, program management, applied scientific research, and technology development and transfer.

Within this decentralized and complex department, with 50 occupational groups and all categories represented, the Director General of Personnel is responsible for planning, developing and implementing personnel policies and systems to meet the goals of the Department and the broad objectives of the major service branches.

The Director General is required to advise the Deputy Minister on the classification and staffing of all senior positions including assistant deputy minister positions; on the assessment, training & deployment and pay of senior staff and on relationships with central agencies regarding personnel matters. He/she is also responsible for the direction of all special personnel programs, (Official Languages, Affirmative Action, CAP, Employee Assistance Program [EAP], SAPP, Interchange Canada, Health and Safety and has functional responsibility for all personnel programs implemented by Service Directors of Personnel.

As a member of the personnel community in the Public Service, the incumbent is responsible for participating in the evolution of Public Service personnel policies, for planning and implementing within the Department personnel policies established by central agencies, including the delegation of personnel authorities, in a manner that complies with relevant acts and regulations.

The Director General advises the Deputy Minister on all matters regarding personnel management, including bilingualism policies for the Department. He/She is a member of the Departmental Management Committee and as such shares the responsibility for all departmental strategic decisions.

The Director General is empowered to represent the Deputy Head at meetings with representatives of employee unions with authority to negotiate settlements and to commit the Department to a specific plan of action. He/She also represents the DM in formal and informal consultations with central agencies in assessing the viability of proposed and existing government wide policies and programs in a departmental context.

Within the confines of existing and projected organization structures and personnel policies, the Director General is responsible to ensure support to managers in planning the timely acquisition of new and replacement personnel with the expertise and personal qualities to carry out the Department's programs both effectively and efficiently. Such planning may require a reduction in the workforce, which must be carried out with minimum disruption and harm to both programs and people involved. This entails developing and maintaining effective consultative mechanisms with bargaining agents in order to foster positive attitudes by managers and staff.

DIMENSIONS (Constant Dollars)

Person-Years:

Department	10,323
Personnel	
(Direct)	40
(Functional)	320

Salary Budget:

Department	\$105 Mil
Personnel	
(Direct)	\$355,994
(Functional)	\$3.3 Mil

SPECIFIC ACCOUNTABILITIES

- 1 Plans and develops personnel policies, programs and systems that motivate employees, are consistent with Public Service personnel policies and assist the Department in attaining its objectives.
- 2 Provides advice to the Deputy Minister on all matters related to human resource management within the Department.
- 3 Provides personnel services to all levels of the Department through corporate and service personnel administrators.
- 4 Controls the administration of departmental personnel and programs through audit and monitoring activities to ensure that statutory, regulatory and central agency requirements are met.
- 5 As a member of the Department's management committee, supports the Deputy Minister in strategic decision making.

EVALUATION RATIONALE

Director General, Personnel

KNOW-HOW

- G Mastery in the application of personnel principles and practices, to implement personnel policies and programs.
- III Operational and conceptual coordination at the departmental level of the personnel function, including related policies, procedures, guidelines and performance indicators. Incumbent will significantly affect total departmental operations as senior-most personnel expert.
- 3 Successful achievement of objectives requires managing own staff and motivating those functionally supervised.
- 800 High number reflects solid technical mastery of the field and recognizes the managerial challenge inherent in the size and diversity of the Department.

PROBLEM-SOLVING/THINKING

- G Thinking within Central Agency directives and general direction from the Deputy Minister, the incumbent interprets broad policy statements or goals concerning human resource management and administration in overall direction to be taken within the department, and represents departmental concerns at central agencies.
- 4 Requires analytical and constructive thinking to identify and resolve problems in the Department. Also requires interpretative/evaluating thinking to judge and advise on the effects of revised central agency policies or internal changes in structure or mandate being proposed by management committee.
- (57) Lower percentage indicates degree of challenge required to develop new concepts/approaches for the integration of human resource management with operational planning in a scientific/technical milieu.

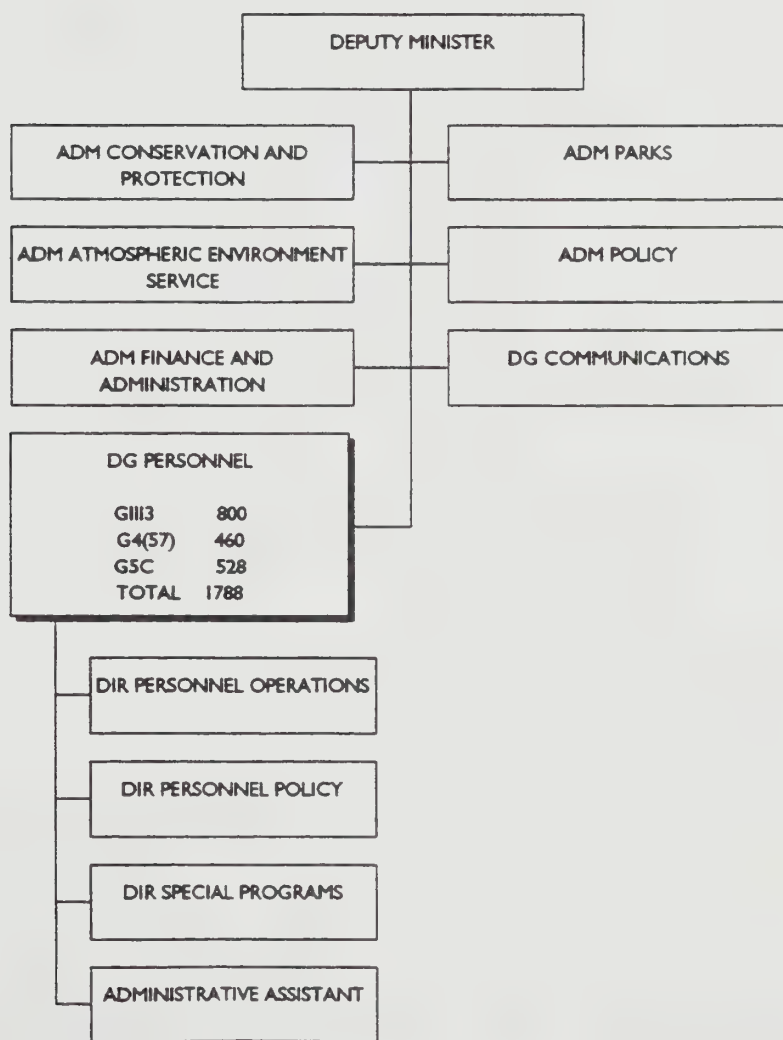
ACCOUNTABILITY/DECISION MAKING

- G Reporting to the Deputy Minister, is accountable for the development and implementation of personnel policies, programs and systems to assist the Department in achieving its objectives and mandate.
- 5C The position has a contributory impact on departmental human resource activities. The proxy selected to represent these activities are annual salary expenditures of the Department of \$105M (constant).
- 528 Low number reflects the high degree of effect on departmental results and size of budget affected.

SUMMARY

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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: C-8-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: C-7-A

POSITION TITLE: Director General, Personnel Operations

GENERAL ACCOUNTABILITY:

Is accountable for the planning, development and administration of an operational support group responsible for personnel services in support of field operations.

ORGANIZATION STRUCTURE:

This is one of five positions at the second level reporting to the Executive Director, Personnel Services. The other four are: Director General, Human Resources Development and Planning; Director, Personnel Management Systems and Official Languages; Director, Headquarters Personnel Services; Chief, Management Category Services.

Specific functions of the five positions reporting to the position are:

Chief, Classification (Staff of 11) is responsible for planning, administering and reviewing the classification operations, monitoring, training and grievance programs within the Department.

Chief, Compensation (Staff of 6) is responsible for planning and developing compensation policies for the efficient and effective administration of Pay and Benefits programs and services in the Department.

Chief, Staff Relations and Health and Safety (Staff of 12) is responsible for planning, organizing, developing and administering staff relations and occupational health and safety policies and procedures for the Department.

Chief, Staffing (Staff of 12) is responsible for planning, organizing and developing staffing policies and procedures to ensure the effective administration of relevant legislation and central agency policies in the recruitment of qualified staff to meet operational needs throughout the Department.

Chief, Employment Maintenance Program (Staff of 5) is responsible for planning, developing and directing policies and strategies designed to address human resource issues arising from workforce adjustment initiatives.

NATURE AND SCOPE:

The Department administers a wide array of employment, unemployment insurance and immigration programs and services to millions of clients annually.

The National Headquarters is a central body composed of professional, managerial and administrative positions responsible for developing corporate policy and providing services and direction to and control over 11 regional offices. The regional offices are, in turn, responsible for the direction of approximately 550 service centres across Canada.

It is within this highly decentralized environment that the Director General is responsible for the delivery of five distinct yet interrelated personnel services: staffing, staff relations, health and safety, classification, compensation, and the employment maintenance program.

The Director General is responsible for the day-to-day administration of these programs as well as the overall planning and development of the corporate strategy for these areas.

In addition, the Director General is designated second-in-command to the Executive Director and has the authority to act on operational issues within the position's responsibility without reference to the Executive Director except in the most critical circumstances. As well, the Director General, Operations, acts on behalf of the Executive Director during his/her absence.

The incumbent must ensure that levels of service are maintained while at the same time adhering to central agency legislation and directives. A high level of communication skill is required to maintain the delicate balance of services versus control while at the same time maintaining the credibility of the systems under the incumbent's authority. This requires the Director General to establish and maintain effective links with officials of the Central Agencies and with senior management throughout the Department. The requirement to satisfy often conflicting needs is in effect the most difficult challenge of the position.

Working within one of the largest government departments, the Director General is often called upon to provide input to the Central Agencies on proposed public service-wide policies which affect departmental operations.

In the area of staff relations, the Director General personally is called upon to develop strategies for consulting with unions. The incumbent provides advice to senior departmental officials on the staff relations implications of proposed departmental policies and programs, on staff relations legislation and collective agreements. The incumbent also advises on training and strike contingency planning. The position is also responsible for coordinating the resolution of union-management problems in the Department.

The Director General also makes recommendations to the Executive Director, Personnel Services and the Deputy Minister on issues such as employee discipline, the resolution of grievances at the final level, as well as the disposition of cases involving the investigation branch of the Public Service Commission and allegations of discrimination under the Human Rights Commission. He/she also makes recommendations to the Executive Director, Personnel Services and the Deputy Minister on the personnel policies and procedures which are necessary to achieve person-year reductions while maintaining the quality of service to the public.

The Director General is in daily contact with the Executive Director, Personnel Services to discuss emerging operational issues, especially in the area of staff relations, with corporate level directors of other personnel disciplines and with regional personnel managers to provide information and advice. The incumbent attends meetings of the departmental Executive Committee and Human Resource Committee to assist the Executive Director, Personnel Services in the presentation of proposed policies and programs for approval.

The Director General is in daily contact with union representatives to discuss and resolve difficult union-management problems and to engage in formal and informal labour-management consultations. The incumbent is in frequent contact with the Treasury Board Secretariat to consult on proposed central agency policies and on major union-management issues in the Department which have interdepartmental implications. The incumbent also represents the Department at the National Joint Council.

The Director General is a member of the Department's Personnel Management Committee, and Labour-Management Consultation Committees at the national level.

DIMENSIONS (Constant Dollars):

Person-Years:

Department	26,000
Directorate	49

Salary, operating and maintenance budget

Payroll

Department	\$583 Mil	\$149 Mil
Directorate	\$1.9 Mil	\$577,763

SPECIFIC ACCOUNTABILITIES:

- 1 Ensures that the primary operational services of personnel are in place and operating at a high standard in order to provide an integrated and effective personnel service to support operational management throughout the country.
- 2 Ensures that the operational personnel services of the Department lead as well as participate in the development and implementation of the most appropriate personnel practices and have the capacity to adapt to the changing needs of both managers and employees.
- 3 Improves the efficiency and effectiveness of personnel operational services by shifting the orientation of the traditional personnel disciplines away from the technical and administrative to one which emphasizes an advisory and partnership role with line management.
- 4 Improves operational effectiveness by coordinating a dynamic and consistent labour management consultation program at all management levels and by developing appropriate contingency plans to counteract union pressures which may impact negatively on operations.
- 5 Improves the quality of services to line management by developing effective communication links between functional staff in the regions and headquarters.
- 6 Ensures the operational effectiveness of the branch in the absence of the Executive Director.



EVALUATION RATIONALE

Director General, Personnel Operations

KNOW-HOW

- G Broad knowledge of legislation and regulations pertaining to staff relations, classification, staffing, compensation and health and safety; thorough knowledge of department organization, mandates and objectives; seasoned experience in a variety of personnel disciplines. Reports to a personnel specialist.
- III Conceptual coordination of personnel policy development and operational management of the staff relations, classification, staffing, compensation and health and safety functions of the Department. Provides functional direction to eleven Regional Personnel Directors/Managers on these matters.
- 3 Successful achievement of objectives requires operating in a highly decentralized environment, providing advice to the Executive Director on operational issues and to the Deputy Minister on matters pertaining to discipline and grievances.
- 700 Higher rating reflects department-wide coordination of several important sub-functions and managerial expertise to provide functional direction in a number of disciplines to regional personnel managers.

PROBLEM-SOLVING/THINKING

- F Thinking within broadly defined policies, principles and goals, manages the staff relations, classification, staffing, compensation and health and safety functions.
- 4 Evaluative and constructive thinking required in developing national policies and programs to provide for the effective recruitment and management of human resources; in developing and implementing solutions to sensitive problems particularly as these relate to discipline and grievances.
- (50) Lower percentage reflects the availability of guidance.

ACCOUNTABILITY/DECISION MAKING

- F Under the general direction of the Executive Director, Personnel Services, is accountable for the conceptual coordination and operational management of five highly visible personnel disciplines. Recommendations are made to the Executive Director in most cases; with respect to discipline, grievances and investigations, recommendations are made directly to the Deputy Minister.
- 5C The position has a contributory impact on Department activities. The proxy selected to represent these activities is a salary budget of \$149 Mil (Constant).
- 400 Middle number reflects the level of discretion in dealing with sensitive personnel issues nationally and size of budget impacted.

SUMMARY

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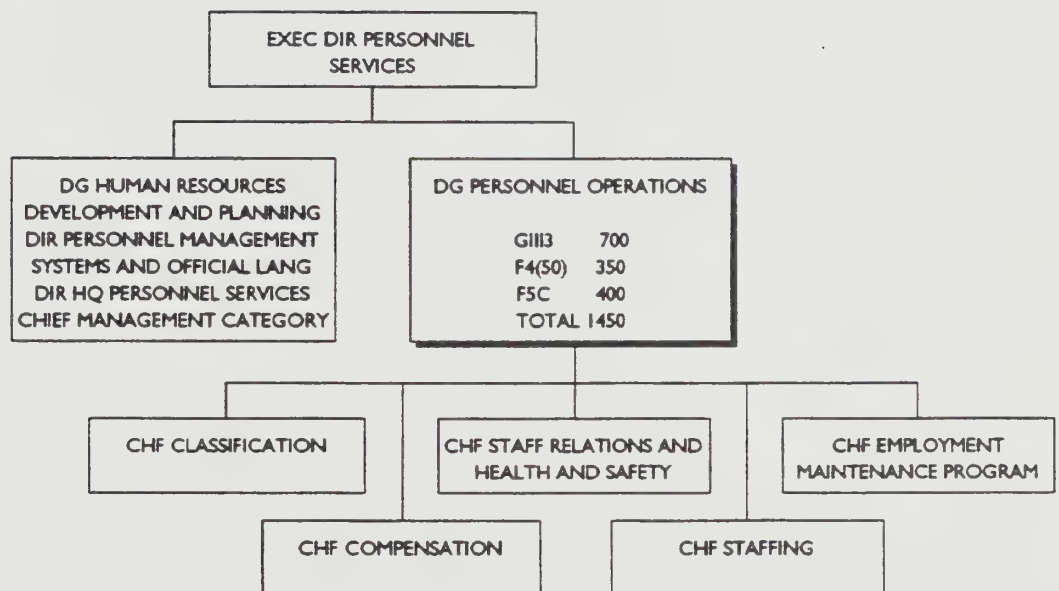
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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: C-7-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: C-6-A

POSITION TITLE: Director General, Personnel Management

GENERAL ACCOUNTABILITY

Is accountable for the operational planning, development and implementation of corporate personnel policies and programs; for optimal human resource management and enhanced organizational, managerial, and individual effectiveness and efficiency within the department and three agencies of the Portfolio.

ORGANIZATION STRUCTURE

This position is one of five at the second level reporting to the Assistant Deputy Minister, Administration. The other four are Director General, Finance; Director General, Management Services; Coordinator, Access to Information & Privacy and Director, Security.

Reporting directly to the Director General Personnel are three positions, as follows:

Director, Personnel Operations (Staff of 50) is responsible for development and implementation of a coordinated program of personnel services in classification, official languages, staffing, and staff relations and compensation involving operational advice and support at headquarters.

Director, Human Resource Management (Staff of 14) is responsible for the development, implementation and administration of a comprehensive and integrated human resource management program including performance review and appraisal, human resource planning, training and development, translation services, official languages testing, placement in language training and the incentive awards program.

Director, Affirmative Action and Official Languages (Staff of 5) is responsible for ensuring the adoption, development, coordination and implementation of federal government affirmative action and official languages policies and programs within the department and its three related agencies.

NATURE AND SCOPE

The Department and related agencies provide support for the economic, social, mental and physical well-being of veterans, their dependents and other eligible persons.

Personnel Division serves the Department and three agencies, each headed by a Deputy Head responsible to the Minister. The Portfolio is highly decentralized and continues to undergo major changes. The central administration has been relocated out of the National Capital Region. Operationally, at the regional level, a major consolidation of departmental services and offices is underway. Two new branches under two new ADMs have been created. It is

the policy of the Department that some services be transferred to provincial jurisdiction when the provinces are ready to agree to such a transfer. Portfolio administrative staffs are being co-located, and a continuing program to reduce person-years and realize more efficient and effective use of human resources in response to a diminishing clientele remains a high priority of the position. Approximately 85% of staff did not relocate to Headquarters and therefore recruitment and training of new employees remains a critically high priority. Central agencies continue to introduce new and revised policies and programs which have a direct impact on this position operating in a diverse organizational environment undergoing dynamic change.

There are increased challenges and complexities in such areas as human resource planning, training, performance measurement, workforce adjustment, official languages, human rights, quality of work life, resourcing and control of Executive Group positions, and management information systems.

The Director General, Personnel provides leadership in the development of personnel policies and systems in their equitable application, and in the management of cost-effective services in staffing, classification, official languages, affirmative action, staff relations, and human resource management. As senior functional expert, the Director General personally advises and supports the efforts of each Deputy Head and other executive officers to obtain, retain, utilize and develop human resources within the context of such special policies as affirmative action and official languages. The Director General is expected to propose and implement a unified approach to personnel management which satisfies the personnel requirements of Deputy Heads and executive officers and reconciles the competing needs of the organization with the requirements of Central Agencies, and to operate a comprehensive system of support services on a diminishing person-year allocation. An integrated system of performance review, human resource planning, and training has been implemented down to the lowest level in the Portfolio. The Director General is also charged with the responsibility to review the Portfolio's needs for automated human resource systems and determine (on a cost-effective basis) the most appropriate system to be installed. A system of written policies and procedures in a form comprehensible to managers is being updated.

All of these programs are taking place at a time when the Portfolio is undergoing a major realignment in operational terms and when a number of portfolio employees are in a position to exercise the provisions of the two-year guarantee policy. Combined with the direct impact of recent legislative changes, the Director General is a key contributor to the successful achievement of portfolio management objectives during a significant reorganization affecting several major organizational components. The Director General is a participant in medium to long range planning for future harmonization of departmental programs with those of Health and Welfare Canada.

The Director General acts as spokesman for the Portfolio to central agencies on personnel policy and operational matters and is responsible for initiating any steps necessary to ensure internal compliance with mandatory requirements. The incumbent acts as the final internal step for classification grievances from the Department, and three independent Agencies. Operational targets, developmental goals, action plans, and resourcing are determined annually with the Assistant Deputy Minister and progress discussed quarterly. Major policy, program, and systems changes are discussed in advance where the Assistant Deputy Minister has indicated an interest or associated expenditures exceed the Director General's authority.

The Director General, Personnel is in frequent contact with deputy heads, executive officers and their immediate subordinates to exchange information, test proposals, and deal with

sensitive cases. Contacts with the central agencies include the Deputy Secretary, Personnel Policy Branch (TBS) and the Executive Director, Staffing Branch (PSC), other equivalents and their immediate subordinates to secure action on Portfolio proposals, exchange information, clarify decisions, and to contribute to service-wide policy. Internal membership includes the Departmental Executive Board chaired by the Deputy Minister. The Branch Management Team, which is composed of the ADM Administration and Directors General, deals with program matters. The Director General, Personnel is also a member of the Portfolio Administration Committee chaired by the ADM Administration with agency representatives as members. This committee seeks consensus on portfolio-wide administrative issues.

DIMENSIONS (Constant Dollars)

Person-Years:

Portfolio	3,912
Directorate	74
Functional	80

Directorate salary, operating and
maintenance budget

\$870,695

SPECIFIC ACCOUNTABILITIES

- 1 Ensures a full range of personnel administration services to all levels of the Portfolio on a cost effective basis.
- 2 Ensures effective and efficient human resource management by developing, recommending and implementing procedures, systems, policies and programs of the portfolio and central agencies those of; advising on new developments and trends; and planning, organizing, directing and controlling related personnel services.
- 3 Improves organizational, managerial and individual effectiveness by researching, developing and recommending the implementation of innovative training and development programs in support of new organizational improvement strategies.
- 4 Controls the administration of portfolio-approved personnel policies and programs through reporting, monitoring and auditing activities to ensure that statutory, regulatory and central agency requirements are met.
- 5 Effectively advocates portfolio needs and viewpoints with the central agencies, maintains effective working relations with unions, other external organizations and recognized experts.
- 6 Provides the personnel support mechanisms necessary to plan for short term major programs and staff changes arising out of realignment and legislative change and for long term devolution of portfolio programs and their staffs.

EVALUATION RATIONALE

Director General, Personnel Management

KNOW-HOW

- F Extensive knowledge and skill as the departmental authority in personnel management and administration which includes staffing, classification, staff relations, human resources, official languages and affirmative action. A knowledge is also required of departmental and central agency policies and guidelines as well as departmental programs and objectives, sufficient to act as principal liaison.
- III Operational and conceptual management and coordination of the personnel management program for the Department and three agencies in a highly decentralized environment.
- 3 Successful achievement of objectives requires motivating staff and advising four deputy heads in all areas of personnel administration.
- 608 High number reflects tendency to G in the management of a personnel function for a department and related agencies having a narrow focus.

PROBLEM-SOLVING/THINKING

- F Thinking within broad policies and objectives, directs and manages the personnel management program which operates in a highly decentralized environment for the Department and its agencies and acts as final decision-making authority for classification grievances.
- 4 Analytic and constructive thinking required in ensuring a unified approach to personnel management to meet the requirement of Deputy Heads as well as in implementing an integrated system of performance review, human resources planning and training, information and personnel communications.
- (57) Higher percentage reflects the status of the position as the senior personnel specialist in the Portfolio.

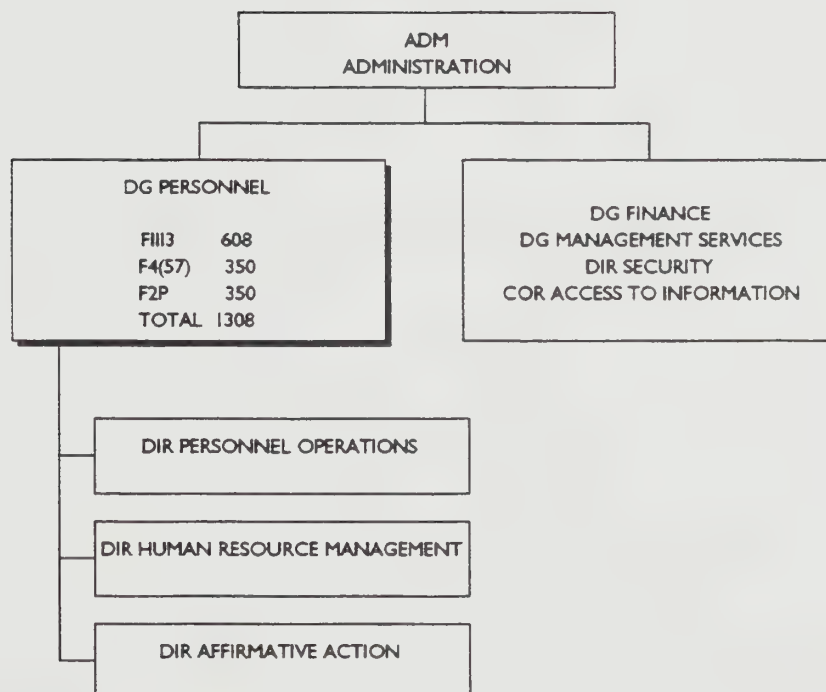
ACCOUNTABILITY/DECISION MAKING

- F Position reports to the ADM Administration from whom direction is available and is accountable for the development, implementation and direction of a total personnel management program for the Portfolio.
- 2P The position has a primary impact on Directorate activities. The proxy selected to represent these activities is an annual operating budget of \$870,695 (constant).
- 350 High number reflects the location of the position within the organization. While managerial direction is available, the position has freedom to determine personnel policy and programs.

SUMMARY

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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: C-6-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: C-5-A

POSITION TITLE: Director General, Personnel Administration

GENERAL ACCOUNTABILITY

Is accountable for the development and administration of personnel and official languages policies which ensure effective programs in accordance with department goals and the efficient use of human resources within the Department and a related agency.

ORGANIZATION STRUCTURE

This is one of eight positions at the second level reporting to the ADM Corporate Management. Specific functions of the positions reporting to the Director General are:

Director, Compensation and Staff Relations (Staff of 12) is responsible for developing, directing and ensuring the implementation of departmental compensation and staff relations programs.

Director, Personnel Operations (Staff of 8) is responsible for the development and direction of the departmental staffing program which includes prime user status for a specialized group of employees.

Director, Human Resource Planning, Systems and Monitoring (Staff of 10) is responsible for the development and direction of departmental human resource planning, employment equity, training and career counselling programs.

Director, Official Languages (Staff of 6) is responsible for the direction of the official languages program in accordance with Central Agency and departmental requirements.

Chief, Organization and Classification (Staff of 3) is responsible for the development and direction of the departmental classification and organization program.

NATURE AND SCOPE

The primary responsibility of the Department is the provision of a highly specialized scientific and technical service to the Government of Canada. To meet its responsibilities, the department requires a diverse team with specialized experience in a variety of areas. Of a staff in the 1,500 range, at least a third are professional staff and a third technical staff. Professional staff provide authoritative scientific advice on the basis of research conducted. Due to the nature of the work, and the requirement for on-site activity, the organization exists at headquarters and in regional sites across the country. The expert opinions offered on the basis of research and analysis may be entered as evidence in complex court cases and those giving such opinion are subject to rigorous cross-examination and challenge.

The work is intensely demanding on a scientific level, requiring concentration on scientific issues through all strata of the organization. Under these circumstances the Director General of Personnel must take a very active and pro-active role in selling the merits of good personnel administration to a management audience that may range from singularly unimpressed to merely disinterested. Additionally, the type of recruit sought for the scientific work is difficult to find. This, coupled with the lack of management interest in the staffing process, makes recruiting extremely challenging. Additionally, the department is a prime user of a particular scientific group. The Director General is responsible for seeking innovative ways to recruit, retain and compensate these individuals.

Due to the nature of the work and the demand for the scientific services of the Department it is critical that staff shortages be dealt with quickly. Therefore, the DG must remain current on the outflow of candidates from universities in Canada and abroad, and must actively recruit the few candidates available. Again, innovation is required to devise a program that will attract candidates.

It is very common for the department to have to compete with national and international organizations to hire staff. Salary and benefit considerations are often the critical factor in an individual's decision to accept one post or another or to stay with or leave the organization. Therefore, the Director General must oversee a process of monitoring salary and benefit trends nationally and internationally, and must make appropriate representations to Treasury Board in support of the departments concerns in this regard. More broadly, the Director General is responsible for the effective representation of the department on all personnel related issues.

The Director General has delegated authority from the Deputy Minister to exercise and perform on his/her behalf all of the powers, duties and functions of the Deputy Minister relating to personnel administration, with the exception of signing authority for Executive Group positions. The incumbent is a full member of all key departmental committees and provides the personnel management perspective to these committees.

DIMENSIONS (Constant Dollars)

	PERSON-YEARS	BUDGET
Division	39	\$750,000
Department	1500	
Salaries and Benefits		\$22,000,000
Operating & Maintenance		\$ 7,000,000

SPECIFIC ACCOUNTABILITIES

- 1 Ensures the development of personnel and official languages policies and programs that will assist the Department and associated agencies in obtaining its objectives.
- 2 Provides leadership in the development and acceptance by departmental management of a personnel philosophy that will ensure the hiring and retention of specialized professional and technical staff.

- 3 Provides advice to all senior departmental staff in all aspects of personnel management and official languages program requirements.
- 4 Directs the provision of a full range of personnel and official languages services throughout the Department and agency.
- 5 Ensures that Central Agency requirements relating to personnel administration and official languages are met through monitoring and audit of the administration of approved policies and programs.

EVALUATION RATIONALE

Director General, Personnel Administration

KNOW-HOW

- F Extensive knowledge of personnel administration practices, procedures, legislation, regulations and Central Agency requirements relating to the area as well as knowledge of the organization, its mandate, goals, operational requirements. The position requires extensive administrative experience in order to direct the personnel function.
- III The position directs and coordinates all personnel functions, including the official languages program, considering departmental and Central Agency requirements and restrictions as well as the availability of financial and human resources.
- 3 Successful achievement of objectives requires the incumbent to motivate subordinate staff and ensure the efficient use of human resources. The position also provides advice and guidance to senior management on all matters relating to personnel administration.
- 528 Reflects the degree of responsibility for single functions focused on a single professional group.

PROBLEM-SOLVING/THINKING

- F The work is performed in accordance with legislation and Central Agency and departmental requirements. However, the development, implementation and coordination of programs and policies which ensure the recruitment and retention of qualified personnel require innovative thinking and are accomplished in accordance with broad policies and objectives.
- 4 Analytical and constructive thinking is required in the development, implementation, coordination and direction of personnel programs which contribute to the attainment of departmental objectives. The position is responsible for developing the departmental personnel philosophy which include a variety of activities relating to human resource planning, compensation, staff relations, etc., and variable situations.
- (57) Recognizes that general human resource policies are established outside the Department but the Department has a strong advisory role for the personnel practices affecting a scientific occupational group in the government.

ACCOUNTABILITY/DECISION MAKING

- F Position reports to the ADM Corporate Management, and the work is performed in accordance with departmental and central agency objectives, policies and programs.
- 4C The position has a contributory impact on the effective use of human resources throughout the Department. The proxy selected to represent these resources is a salary budget of \$22 Mil (Constant).
- 304 Middle number reflects the impact of the position on both personnel and official languages programs.

SUMMARY

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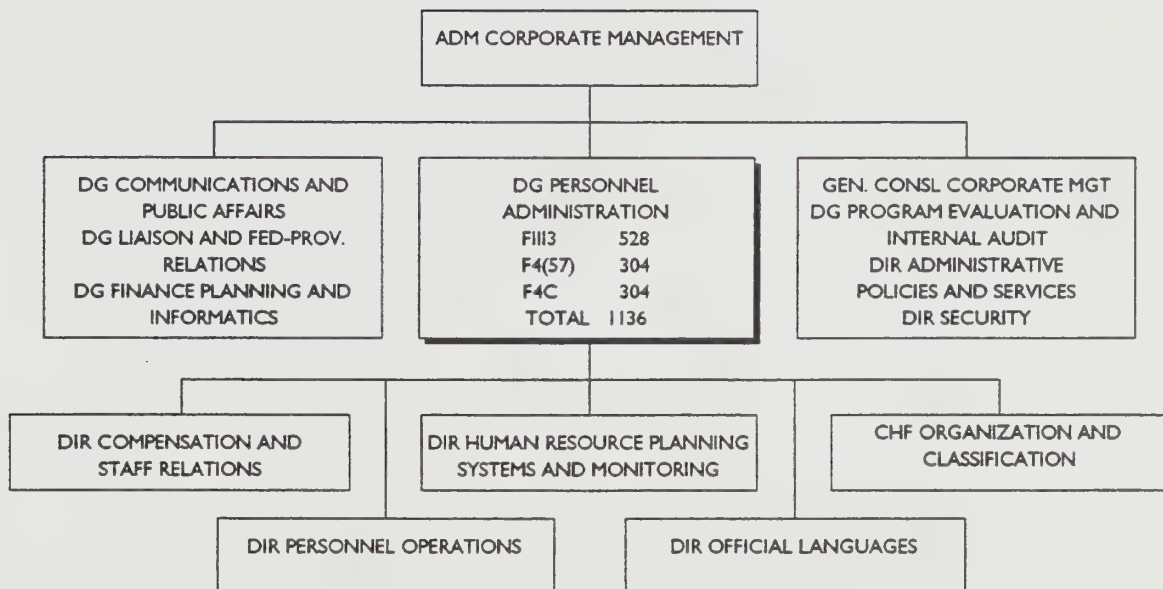
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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: C-5-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: C4-A

POSITION TITLE: Regional Manager, Personnel Administration

GENERAL ACCOUNTABILITY

Is accountable for the development, implementation and management of a regional personnel program to ensure that personnel services respond to the current and future needs and requirements of departmental organizations in the region.

ORGANIZATION STRUCTURE

This is one of 13 positions at the third level reporting to the Director General, Regional Personnel Operations. The others are 9 Regional Managers, Personnel Administration; Chief, Regional Personnel Operations/Coordination; Chief, Regional Personnel Operations/Administration; and Chief, Counselling, Research and Fitness.

Specific functions of the positions reporting directly to the Regional Manager, Personnel Administration (RMPA) are:

Manager Pay and Benefits (Staff of 17) is responsible for managing and coordinating activities involving processing and providing information on pay and benefits.

Head - Coast Guard Operations (Staff of 19) is responsible for providing a comprehensive personnel service to Coast Guard Operations, including district offices, in such areas as classification, staffing and personnel services to approximately 1,400 employees.

Head - Airports and Administration (Staff of 5) is responsible for providing a complete service to the Airports Directorate, Finance and Personnel, Policy and Coordination Branches including a number of airport sites in the areas of classification and staffing.

Head - Aviation (Staff of 5) is responsible for providing a complete service to aviation units in the region in the areas of classification and staffing.

Regional Staff Relations (Staff of 4) is responsible for overseeing employee/employer relations; administration of collective agreements, and labour/management committees.

Regional Human Resource Planning Officer (Staff of 3) is responsible for the development and implementation of human resources and career planning.

Regional Training Officer (Staff of 3) is responsible for the planning coordination and assessment of the regional training program.

Regional Official Languages Officer is responsible for the application of the Official Languages Act and associated regulations, and administration of language testing.

Regional Counsellor is responsible for developing and maintaining a complete employee assistance program.

Employment Equity Coordinator (Staff of 2) is responsible for the administration of programs directed to disadvantaged groups.

Occupational Health and Safety Officer (Staff of 2) is responsible for the application, inspection and training of managers and employees in the Aviation and Airport organization.

Administration Officer (Staff of 2) is responsible for general administration of the Regional Personnel Manager's office.

NATURE AND SCOPE

The Personnel Branch in Vancouver operates under a decentralized system of personnel administration and provides personnel services to approximately 3,000 employees distributed in regional coast guard operations including Vancouver and district offices in British Columbia; Airports Authority including a number of airport sites; Aviation; Finance; Personnel; and Policy and Coordination.

The Regional Manager must plan, organize and direct the provision of service to all departmental components in the region. These must respond to the varied current and future needs of these components while complying with acts of Parliament, Treasury Board and Public Service Commission regulations and departmental directives and policies as well as numerous collective agreements, including those of bargaining agents, such as the International Brotherhood of Electrical Workers and the Merchant Seamen's Guild which are not exclusive to the Public Service.

The RMPA is directly responsible for the deployment and management of the resources allocated to the Branch and for providing advice and personnel services to management that will contribute to maximum utilization of the region's human resources. The incumbent must be continually aware of significant changes in central agency personnel policies and collective agreements in order to inform the management clientele of all important changes and revisions affecting the personnel aspects of operations.

Approximately 98% of the staffing and 96% of the classification workload and decisions are delegated to the region. (In fact, all non EX staffing and classification is delegated.) While grievance procedures are outlined in policy, the advice to managers at the early stages of the grievance procedure can have national impact. The Regional Manager must develop the appropriate strategy in advising and monitoring labour disruptions and complex discipline cases. The Department's programs carried out in the region are operational at all times with no interruptions, and labour relations issues can and do arise at any time, and require immediate response. The RMPA ensures the development and maintenance of consistent and equitable labour/management relations necessary to maintain a stable and productive employer/employee relationship. During labour disputes, where employees withdraw their services, it is critical that the incumbent direct the establishment and operation of a comprehensive highly efficient communications system with management to monitor at all times the strike situation and provide timely advice.

Another major challenge of this position is to promulgate an integrated approach to personnel service delivery in the region, so that personnel functions are compatible with one another and are mutually supportive. The approach should ensure that, for example, classification actions do not slow down the process so as to be detrimental to staffing. The RMPA ensures the effective implementation of the Staffing Improvement Program designed to increase speed, quality, and efficiency with which services are provided in staffing and classification and to facilitate managers' dealings with personnel.

The RMPA identifies immediate and/or long term needs of management and initiates the appropriate means to meet these needs such as redeployment of staff or the development of special programs, such as training, publishing brochures or handbooks, etc. The RMPA must ensure that departmental development programs for career progression are, in conjunction with the Employment Continuity Program, implemented and enhanced effectively in the region.

The Regional Manager of Personnel Administration has regular contact with senior officials of the department to discuss and recommend resolutions for a wide variety of problems or issues connected with the functions and responsibilities of the Personnel Branch and with the Regional Director, Public Service Commission, to clarify or resolve problems in staffing situations or to deal with PSC investigations; the Manager Regional Pay Office, Supply and Services Canada, to resolve pay problems relating to aircraft operations, air traffic controllers, ship operations and crewing, as well as issues dealing with superannuation and isolated post pay regulations.

DIMENSIONS (Constant Dollars)

Person-Years:

Region	3,000
Division	66

Salary, Operating and Maintenance Budget:

Region	\$8,631,135
Division	\$631,115

SPECIFIC ACCOUNTABILITIES

- 1 Organizes, directs and coordinates the activities of the Personnel Branch autonomously located in the region.
- 2 Advises managers of the region on personnel policies and practices and contributes to the maximum utilization of the region's human resources.
- 3 Directs the development and dissemination of guidelines, information material, etc. to assist management in understanding and utilizing the facilities and services of the Personnel Branch.
- 4 Controls the utilization of human and financial resources to ensure that expenditures remain within allocations, or deviations are approved by allocating resources, approving requisitions, and analyzing the need for new or additional expenditures.

- 5 Ensures the development and maintenance of equitable labour/management relations in the region.
- 6 Promulgates an integrated approach to personnel services delivery in the region in order to facilitate management's dealing with personnel issues.

EVALUATION RATIONALE

Regional Personnel Manager

KNOW-HOW

- F Extensive knowledge of legislation and regulations governing all personnel functions in the Public Service; thorough knowledge of departmental policies and activities as they affect the operations of the department in the region.
- II Coordination of services provided to line managers with specific and differing requirements.
- 3 Successful achievement of objectives requires the incumbent to deal with senior managers and individual employees.
- 460 Highest number reflects to complexity of the different operational requirements that must be met, especially staff relations, compensation and recruitment of ships crews and other highly skilled staff to operate on a 24 hour, 365 day a year basis.

PROBLEM-SOLVING/THINKING

- E Thinking takes place within policies and precedents established by Central Agencies and departmental policies and regulations.
- 4 Analytical and constructive thinking is required to reconcile local managerial requirements with service-wide and departmental policies and procedures.
- (43) Lower percentage reflects well-defined policies in personnel.

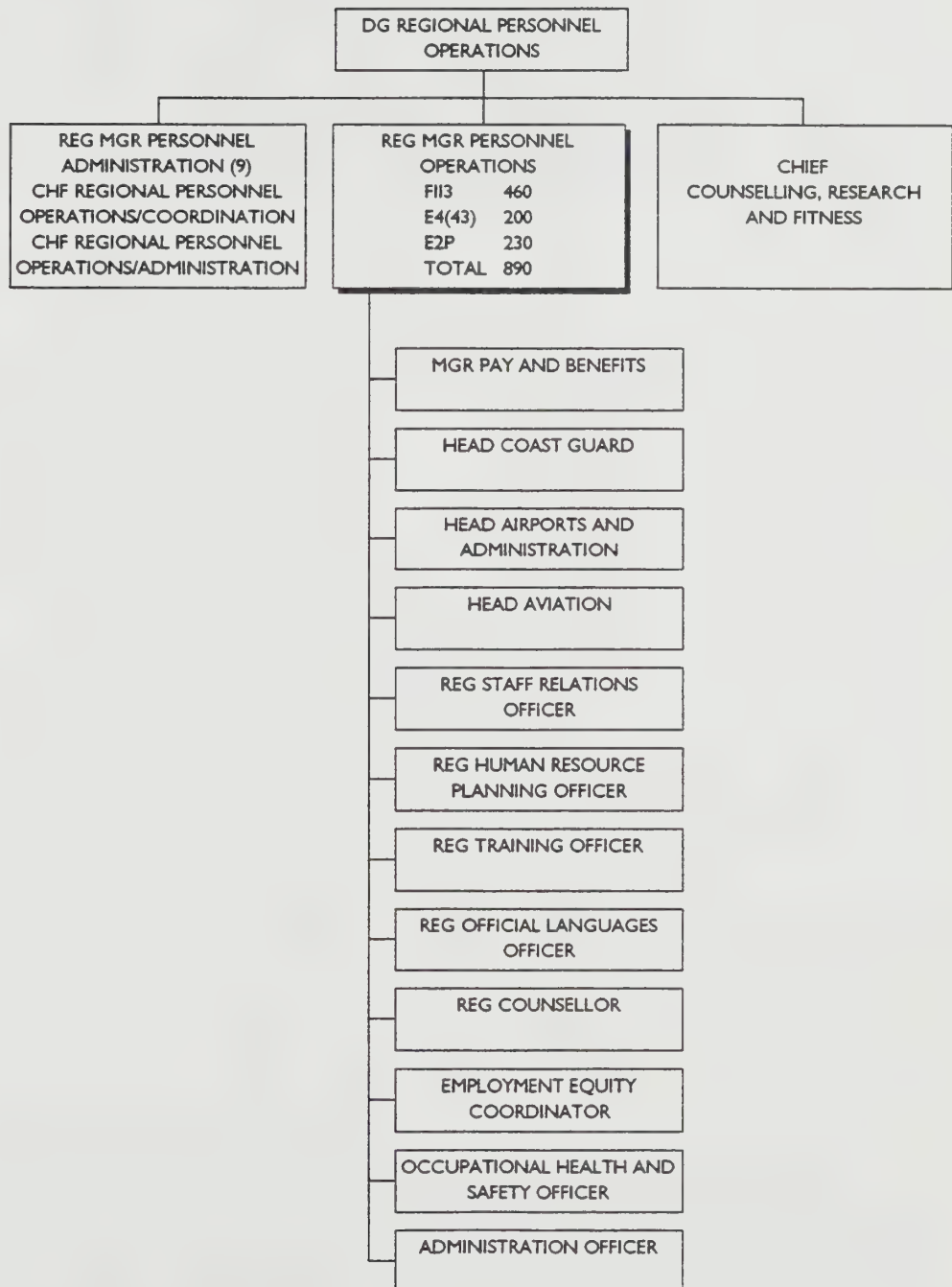
ACCOUNTABILITY/DECISION MAKING

- E Direction is provided by HQ for all policies and procedures to which implementation of programs is closely linked.
- 2P The position has a primary impact on regional personnel programs. The proxy selected to represent these programs is an operating budget of \$631,115 (constant).
- 230 High number reflects the strong influences in the utilization of the region's total human resources (3,000 PYs) and size of budget.

SUMMARY

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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: C-4-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: C4-B

POSITION TITLE: Director, Organization and Classification

GENERAL ACCOUNTABILITY

Is accountable for the management of the organization design and position classification functions in the Department. This involves the development, implementation and monitoring of policies and procedures for these two functions, the provision of advice to Headquarters and regional management, and the analysis of organization and classification submissions.

ORGANIZATION STRUCTURE

This is one of six positions at the second level reporting to the Director General, Personnel Administration. The others are Director, Staff Relations; Director, Customs and Excise College; Director, Official Languages; Director, Planning and Program Development; and Director, Staffing.

Reporting directly to this position are:

Head, Classification Operations (Staff of 5) is responsible for all headquarters classification actions (approximately 180 positions), Executive Group classification and such corporate activities as policy development, special projects, review of standards, advice to HQ managers.

Head, Regional Classification (Staff of 2) is responsible for classification of all non-delegated regional actions and provision of advice to the regions.

Head, Classification Training, Audit and Grievances (Staff of 2) oversees and conducts all job description writing and job evaluation training of managers, training of new classification officers, monitoring and audit of classification in the regions and processing of classification grievances.

Head, Organization Design and Analysis (Staff of 3) provides a comprehensive organization consulting service to senior and middle management; manages organization change and controls organization charting.

The incumbent provides functional direction to 12 regional classification specialists.

NATURE AND SCOPE

The Director, Organization and Classification is accountable to the DG Personnel Administration for the planning, design and implementation of the total organization and classification program in a decentralized Department with 12 regional personnel offices. As the senior organization and classification specialist in the Department, the incumbent provides direction in the two fields to senior line managers at headquarters and in regions, and to regional personnel divisions.

The organization design policy requires that all proposed organization changes be analyzed in terms of their contribution to the efficiency and effectiveness of the Department and for conformity to basic organization theory. The overseeing of this analysis, the resultant recommendations and the consulting services provided to senior management, is a major responsibility of the incumbent. Recommendations on organization change proposals are made to senior management including the Deputy Minister. The organization change policy and procedures represent an important segment of the Department's management control system and an important contribution to the effectiveness of departmental management. The organization change policy must rationalize the organization of the Department, facilitate the merger of regions or the restructuring of regional and headquarters units while not antagonizing line managers concerned who may have other objectives in mind when proposing organization changes.

With increased delegation to management, the role of the organization specialist is gradually changing to that of a consultant, covering such concerns as employee motivation, communication patterns and problems, work systems, client contact, organizational goals and mission as well as more traditional organization design issues. The organization consulting role is not limited to advice concerning job classification implications. It is also quite different from the general management consulting role in other departments because it has strong roots in a control policy which raises mandate and other issues to a very high level of departmental authority.

The Director is responsible for the organization design work, consulting and analysis provided by Regional Classification Officers. These officers receive functional direction from the Head, Organization Design and Analysis and provide an essential service to Regional Managers whose number and distance make it impossible for Headquarters staff to serve them completely. A major challenge is to develop a strong functional relationship without jeopardizing the regional officer's reporting relationship, which is through line management.

The Director is responsible for the Department's entire classification program, and all decisions taken, delegated and non-delegated. The program's main thrust is the maintenance of inter-regional and inter-branch relativities. A major challenge therefore is setting guidelines and systems in place to ensure that classification actions in any one region do not set precedents that will affect a large number of positions across the country, or that a classification decision, regarding a position or positions in one branch will not result in complaints from other branches having positions which they consider to be of equal responsibility. This delicate balance referred to as "job relativities" has an important bearing on employee morale as classification decisions must be seen to be equitable by all parties concerned.

The incumbent oversees the selection, training and accreditation of classification specialists and decides when they are ready for delegated authority. In addition, the incumbent contributes to their performance assessment. Close contact is maintained by regular field visits and an annual conference of classification specialists which always includes a training element.

Because the Department is highly decentralized, a major challenge is to ensure that high quality and consistent advice and service are provided by all classification specialists. The position has designed and implemented a comprehensive monitoring program to identify problem areas and to arrange for corrective action. As general problems are identified, guidelines in the form of numbered memoranda are prepared and distributed to classification

specialists throughout the Department. In this way, problems common to all are addressed and classification specialists new to the Department have set of guidelines to which they may refer.

The incumbent directs the design and implementation of policies and procedures to deal with various aspects of classification within the broad parameters laid down by Treasury Board. The position is currently designing and implementing a program of delegation of classification authority to line managers. This will require in depth study of and probable changes to virtually all departmental classification policies and procedures.

Another challenge is the simplification of classification documentation by designing new job description formats, rationale writing procedures, record-keeping systems, and the tailoring of classification clerical controls to an entirely new automated information system.

The Director is responsible for overseeing the internal evaluation and preparation of submissions to TBS on all Management Category positions and advises senior management of reclassifications in that area.

The Director represents the Department at meetings with TBS officials when defending important departmental submissions or discussing submissions from other departments that would have a serious impact on the Department. The position participates frequently on TBS committees which deal with important service-wide classification issues. In addition the Director often provides a departmental point of view for proposed TBS policies, initiatives and guidelines.

DIMENSIONS (Constant Dollars)

Person-Years:

Division	15
Regional	13
Department	10,000

Budgets:

Division Payroll	\$ 161,290
Division Operating	\$ 9,925
Department Payroll	\$ 82,754,342

SPECIFIC ACCOUNTABILITIES

- 1 Develops and implements a classification program for the Department which conforms to Central Agency requirements while meeting the needs of departmental management.
- 2 Develops and implements the Department's organization design and analysis program to improve the overall efficiency of the Department's structures from both a human resources and work systems stand-point.

- 3 Ensures that policies are adhered to and intra-departmental relativities are respected throughout the country by overseeing the activities of the organization and classification programs at the regional level.
- 4 Advises the DG Personnel Administration on the implications for the Department of new Central Agency initiatives in organization and classification.
- 5 Contributes to the branch operational planning process to ensure that the organization and classification programs are coordinated with those of other divisions of the branch and that the branch's programs as a whole are consistent with and contribute to the Department's operational goals and objectives.

EVALUATION RATIONALE

Director, Organization and Classification

KNOW-HOW

- F Extensive knowledge and skill in the specialized areas of Organization and Classification; thorough knowledge of departmental programs, operational requirements and constraints of line managers.
- II Operational coordination of two sub-functions, organization and classification, across the Department.
- 3 Successful achievement of objectives requires dealing with senior management and line managers on organization and classification issues.
- 460 Highest number reflects some degree of diversity and complexity inherent in a position responsible for two allied and interdependent personnel sub-functions which frequently have conflicting objectives.

PROBLEM-SOLVING/THINKING

- E Position operates within policies and procedures defined by Central Agencies and departmental management.
- 4 Position is required to implement policies within a decentralized national context.
- (43) Lower number reflects the dependence on policies and procedures originating from outside the Department.

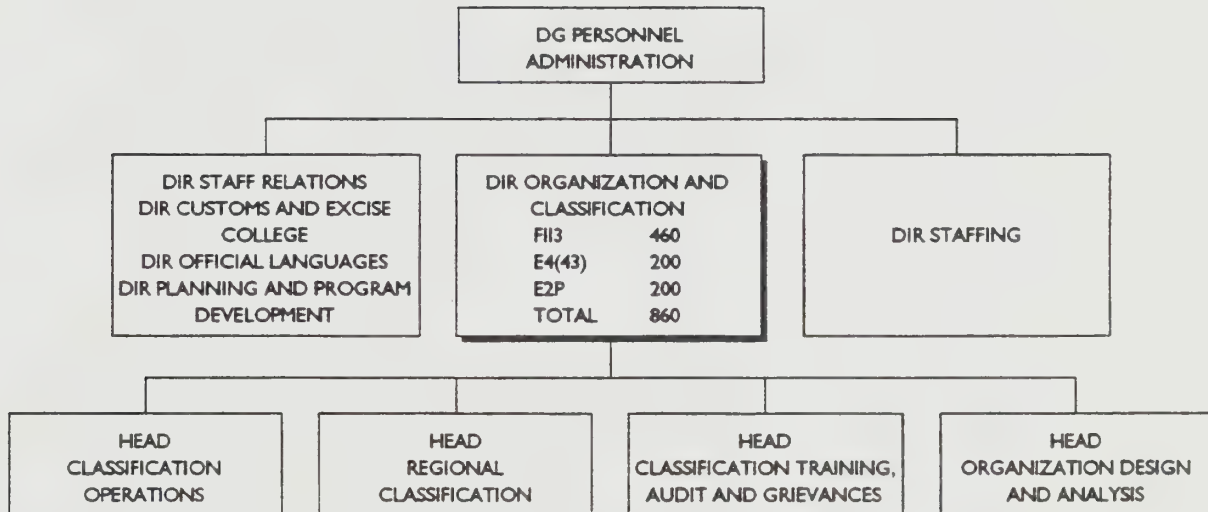
ACCOUNTABILITY/DECISION MAKING

- E Reports to the DG Personnel Administration. Decisions are made with reference to and in conformity with policies and procedures that originate in a Central Agency.
- 2P The position has a primary impact on the activities of the Division. The proxy selected to represent these activities is an operating budget of \$171,215 (Constant).
- 200 Middle number reflects the role of the position in controlling organization changes throughout the Department.

SUMMARY

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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: C-4-B



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: D-9-A

POSITION TITLE: Assistant Deputy Minister, Communications and Culture

GENERAL ACCOUNTABILITY

Is accountable for policy direction and effective management of international and domestic communications and international cultural relations programs designed to promote the achievement of Canada's foreign policy and trade objectives abroad, to explain them to Canadians and to provide foreign market information and other services to Canadian businessmen, the travelling public and other specialized publics.

ORGANIZATION STRUCTURE

This is one of 10 positions at the first level reporting to the Associate Under-Secretary. The others are: ADM Personnel; ADM Finance and Administration; Director General, Corporate Management Bureau; Director General, Policy Development Bureau; Chief of Protocol; Inspector General; Senior Advisor, Federal-Provincial Liaison; Management Improvement Coordinator; and Director, Senior Management Secretariat.

Specific functions of the seven positions reporting to the ADM, Communications and Culture are:

Director General, Foreign Policy and General Communications (Staff of 57) is responsible for developing and coordinating the delivery of systematic communications programs and initiatives in Canada and abroad to facilitate the achievement of Canada's foreign policy objectives abroad, to develop knowledge and understanding among Canadians of the Department's role and services.

Director General, Trade Communications (Staff of 42) is responsible for developing and coordinating the delivery of integrated communications programs in Canada and abroad to support trade promotion initiatives, to provide Canadian business with information on export market opportunities, and to develop knowledge and understanding among Canadians of the role of trade in Canada's economic well-being.

Director General, International Culture Relations (Staff of 23) is responsible for international cultural policy and for the development and management of a cultural and academic relations program designed to facilitate the achievement of Canada's foreign policy and trade objectives by projecting Canadian cultural excellence and developing foreign expertise about Canada.

Director, Communications Strategy Group (Staff of 4) is responsible for designing and implementing systems to integrate business and communications planning at the corporate and regional levels; developing overall communications policies, strategies and plans in line with governmental and departmental priorities; analyzing and advising on the public environment; and monitoring the effectiveness of communications strategies and programs.

Director, Media Relations (Staff of 14) is responsible for the development and maintenance of constructive relations with Canadian and foreign media, by acting as official spokesperson, providing information responsively and actively, and seeking the development of better informed media representatives at all levels.

Director, Creative and Production Services (Staff of 17) is responsible for the creative design, production and distribution of all communications vehicles and marketing tools for use in Canada and abroad; for a general inquiries service; and for financial management and computer support services for the Branch.

Coordinator, Access to Information and Privacy (Staff of 5) is responsible for the administration of the Access to Information and Privacy Acts.

NATURE AND SCOPE

The Department is responsible for the promotion and protection of Canada's interests abroad, including the expansion of international trade. Communications has become a strategic factor in carrying out this mandate. The tightening linkage between external events and domestic consequences has produced a heightened general interest on the part of Canadians in international affairs, and a corresponding desire for greater information about Canada's international role and policies.

The ADM, Communications and Culture provides high-level leadership as part of the Department's complex matrix management structure. The ADM must pursue two broad objectives. First, to ensure that the public communications dimensions in Canada and abroad of any policy issues or events are anticipated, planned for and managed in strategic terms. In this respect a major challenge is to integrate and balance domestic Canadian interests with international considerations, e.g. regional economic growth versus arms exports, in a way which will be understood by both Canadians and foreign countries affected by any policy decision. To help meet this challenge and provide a context for policy development, the incumbent must keep systematically in touch with the public environment in Canada, and in selected countries abroad. This key integrating role in the Department's decision making system, also means that the incumbent is consulted on a wide variety of questions other than their public aspects. To this end, he/she is a member of all the senior committees of the Department and in frequent direct contact with each senior executive.

Strategic management of communications issues, particularly in Canada, but also abroad, requires close coordination between ministerial and departmental action. Appearances by Ministers are the most effective means of conveying information and ideas about Canada's foreign policy and trade objectives and departmental programs both to broad and special audiences. Properly organized with complementary support, such events can have multiple positive resonances in Canada and abroad. Badly handled, the reverse is equally true. This kind of communications support to the skilful handling of ministerial events and initiatives, requires understanding of the Government's and Department's overall communications approach, not only to specific issues but to their consistent and systematic interrelationship to the strategic policy themes of the Government in all sectors of federal activity. The management of long-term campaigns and the exploitation of unexpected opportunities demand tactical dexterity to maximize payoff from ministerial communications activity.

The incumbent exercises functional authority over the "line" branches and missions abroad as regards communications and culture. This role involves a series of elements including the development and application of policies, guidelines and procedures for all aspects of communications and cultural relations programs. The incumbent also makes effective recommendations to Deputy Ministers on communications/cultural relations priorities globally, regionally, domestically and by country, as well as by program components. He or she controls all corporate communications and culture expenditures, monitors and evaluates the effectiveness of communications activity in Canada and abroad, and has major influences over staffing in communication/culture positions abroad.

The Department's international culture relations requires the ADM to play a leading role in formulating advice and recommendations about international cultural issues, or the cultural aspects of other issues e.g. cultural sovereignty and Canada-US trade. The international cultural relations program, which is designed to create a favourable attitude and atmosphere among foreigners within which other interests can be pursued, requires direct contact with a wide variety of major cultural institutions inside and outside Canada, the management of five Canadian cultural centres abroad and the negotiation and administration of a series of cultural exchange agreements with other countries. Similarly the incumbent is responsible for Canada's participation in the International Exhibitions Bureau and generally for decisions about participation in major international expositions.

The interdepartmental character of the Department's substantive work requires the effective maintenance of a wide network on both communications and substantive issues which, at this level, merge as part of the overall policy approach. Every major department is involved. Furthermore, the Department's international cultural relations role requires the incumbent to maintain constructive relations with senior provincial officials, and a wide assortment of private sector artistic, cultural and community groups, as well as related businesses. The ADM's extensive network of contacts must be skilfully mobilized to remove obstacles, or advance initiatives critical to the implementation of programs and to ensure understanding among key Canadian decision makers and opinion leaders of Canadian positions.

The incumbent has broad latitude to act. Except for Access to Information and Privacy, there is no relevant legislation, although in some cases there are some procedures to be observed. There are also few precedents and frequent novelty in the issues and relationships.

DIMENSIONS (Constant Dollars)

Total Program Budget	\$5.5 Mil
Total Salary Budget	\$1.7 Mil
Headquarters Person-Years (Branch)	165
Headquarters Person-Years (Other)	40
Person-Years Abroad (Communications & Culture)	311

SPECIFIC ACCOUNTABILITIES

- 1 Ensures that communications is integrated into policy planning and issues management at the highest levels.
- 2 Develops and ensures implementation of policies, procedures and practices applicable to communications and cultural programs in Canada and abroad.
- 3 Develops and implements communications programs abroad designed to win a favourable understanding of Canada and promote the expansion of international trade.
- 4 Develops and manages a program of international cultural relations to project Canadian excellence and develop foreign expertise about Canada.
- 5 Fosters an improved public understanding and satisfaction with the Department's policies, program and services, particularly the role of the Department in foreign trade and industry assistance in foreign markets.
- 6 Manages the resources of the Branch effectively and economically.

EVALUATION RATIONALE

Assistant Deputy Minister, Communications and Culture

KNOW-HOW

- G Mastery of Canadian foreign policy and trade objectives; specialized mastery of communications and cultural fields particularly their use in international fora to further Canadian interests; in-depth knowledge of public opinion both on the domestic scene and abroad and strategies and tactics to mold and influence same.
- IV Coordination and integration at the policy level of domestic Canadian interests with international consideration within balanced communication and cultural policies and programs to promote understanding both in Canada and abroad of issues at stake. Coordination and management of strategic function across geographic and functional lines and missions abroad.
- 3 Successful achievement of objectives requires the incumbent to provide advice to Ministers and Deputy Ministers, to maintain constructive communication links with officials of other departments, provincial officials and private sector cultural and business groups.
- 920 Middle number reflects a noticeable degree of diversity and complexity of the position.

PROBLEM-SOLVING/THINKING

- G Thinking within generally stated policies and objectives to develop and coordinate policies and comprehensive strategies in communications and cultural fields.
- 4 Evaluative and constructive thinking is required to integrate the broad number of aspirations and issues at stake into a cohesive central voice and image in international affairs, where relationships and issues are under constant change and mostly unprecedented.
- (66) Higher percentage reflects near 5 given the requirement to emphasize trade communications and the unit's responsibility for all government's communications outside Canada.

ACCOUNTABILITY/DECISION MAKING

- G Reporting to Associate Under-Secretary of State, acts under most general guidance in the formulation and implementation of communications and cultural strategies and programs to promote a favourable image of Canada abroad and promote trade expansion.
- 3P The position has a primary impact on Branch activities. The proxy used to represent these activities is an annual operating budget of \$7.2 Mil (Constant).
- 700 Highest number reflects a solid G and budget near higher end of scale.

SUMMARY

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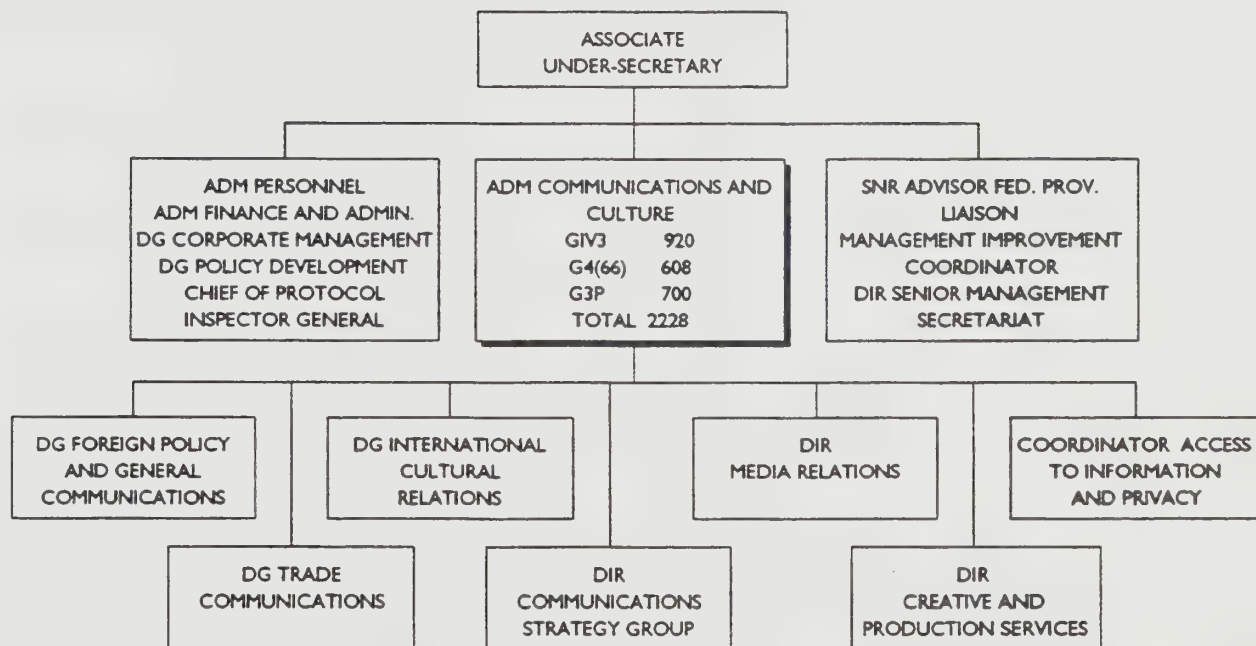
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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: D-9-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: D-8-A

POSITION TITLE: Assistant Secretary to the Cabinet, Communications

GENERAL ACCOUNTABILITY

Is accountable for the effective functioning of the Cabinet Committee on Communications; for contributing to policy development from a communications perspective in connection with all Memoranda to Cabinet and providing advice to each of the policy committee chairmen; for advising the Prime Minister on major or potential communications issues; for the development and co-ordination of government priorities in the area of government communications; for ensuring the application of government communications policies on a system-wide basis and for making recommendations on measures to strengthen the management of communications in the public service.

ORGANIZATION STRUCTURE

This position is one of four at the second level reporting to the Deputy Secretary (Plans). The other three are the Assistant Secretaries to Cabinet for Priorities and Planning; Legislation and House Planning; and Machinery of Government.

Reporting to the Assistant Secretary are six senior officer positions. One officer, the Director of Operations, is second in command and has specific responsibility for the day-to-day management of the Secretariat and for the provision of secretariat services to the Cabinet Committee on Communications and its various sub-committees and work groups. The other five Senior Officers are assigned portfolio responsibility for issues emanating from the various government departments.

The position also provides functional supervision over the Communications Support Unit (8 Person-Years belonging to the Department of Supply and Services) which is responsible for providing comprehensive communications services to the Prime Minister's Office (PMO), the Deputy Prime Minister's Office (DPMO), the Privy Council Office (PCO) and the Federal Provincial Relations Office (FPRO).

NATURE & SCOPE

The Office functions as the interface between Ministers and the permanent administrative structure of government and ensures that the priorities and objectives of the government are transmitted for implementation to the administration. Further, the Office is the Prime Minister's department and it also provides secretariat services to the Chairmen and Committees of Cabinet. Its officials are responsible for providing support for Prime Ministerial responsibilities and prerogatives. The environment is highly operational and the pressures of time and impact are considerable.

The Assistant Secretary to the Cabinet on Communications must strike an appropriate balance between the limits imposed by permanent administrative structures of the government, the partisan political activities of Ministers and the socio-economic agenda of the government of the day. The Chairman of the Cabinet Committee on Communications (CCOC) is responsible for communications with the public both governmentally and politically. The Assistant Secretary must be exceptionally sensitive to the distinction between activities appropriate for public servants and those which are political and must guide public servants involved in communications in avoiding partisan political activities or in carrying out their public service duties. The incumbent liaises with political staff of the Prime Minister, the Deputy Prime Minister and other Ministers to ensure a mutual understanding of appropriate roles.

A major challenge for the Assistant Secretary is to adapt the operations of the Communications Secretariat to the evolving needs of the PMO and of the Chairman of the CCOC while at the same time respecting the authority of individual Ministers. The Assistant Secretary must be alert to the emergence of conditions in the Committee or within the general area of communications policy, which should be brought to the attention of the Prime Minister, and formulates advice on the direct action required of the Prime Minister. Generally, the Assistant Secretary initiates appropriate action on behalf of the Prime Minister or the Chairman of CCOC against an understood set of principles intended to ensure the collective responsibility of Cabinet, and is fully accountable for the consequences arising from the course of actions initiated.

The Assistant Secretary also ensures that the Committee does not encroach into areas of decision which remain the prerogative of the Prime Minister, particularly where mandate or jurisdiction disputes may be a factor affecting the resolution. A succinct and accurate record of decision must be formulated at both Committee and Cabinet meetings which assesses conflicting factors and stipulates a clear cause for action.

The Communications Secretariat must respond to quickly shifting requirements. A challenge of the position is the requirement to deal with a large number and variety of problems under tight time pressures, drawing upon accumulated knowledge and experience so that sensible decisions are arrived at and implemented, and the government's longer term objectives and priorities are supported. The Assistant Secretary must research and develop a thorough understanding of the public environment in order to ensure that the government takes into account the concerns and views of the public when establishing priorities, developing policies and implementing programs, as well as to ensure the early identification of emerging issues.

The incumbent ensures that adequate interdepartmental consultation on specific proposals has occurred, that the proposal has been thoroughly developed before being submitted to Ministers, that any Minister affected by a proposal is made aware that it is to be considered and, if necessary, that the Chairman is advised not to proceed with a decision should it appear that all relevant factors have not been brought out during the Committee discussion. The incumbent reconciles opposing departmental viewpoints, by delineating lead responsibilities on operational matters, or by chairing meetings of senior line managers and information staff, and proposing solutions developed in consultation with interested departments and other Office secretariats.

The Assistant Secretary, Communications is the most senior communications officer in government. In addition to supporting the Chairman of CCOC, who is also the minister designated for government communications, the Assistant Secretary is responsible for the central coordination of the activities of the 1,200 information officers in government. This includes development of government communications policy and procedures; establishing mechanisms to improve the implementation of communications policies and guidelines, and to strengthen the management of government communications activities; coordinating departmental strategic communications planning activities and developing government-wide strategic communications plans; advising the Treasury Board on the preparation and review of operational plans by departments in respect of all information resources; working with the Office of the Comptroller General on stimulating improvements in the planning and management of internal and external communications by departments and agencies; and providing a focal point for the management and the ongoing development of the communications community as an occupation group.

DIMENSIONS (Constant Dollars)

Number of Staff	15
Salary, operating and maintenance budget	\$210,918
Government Information Services	\$110.3 Mil

SPECIFIC ACCOUNTABILITIES

- 1 Provides timely, accurate advice with recommendations to the Prime Minister, the Deputy Prime Minister, Cabinet Committee Chairmen, Ministers and senior Office officials on proposed communications plans and feasible alternative approaches, taking into account the public environment, the inter-relationships among the mandates, concerns and activities of departments and agencies as well as the broad policy concerns and objectives of the government.
- 2 Coordinates government communications activities, including the development of annual strategic communications plans, and supports the work of the Chairman and the Cabinet Committee on Communications in developing a strategic approach to government communications.
- 3 Identifies and assists in the management of major communications crises by providing an early warning to senior management, directing the analysis of the issues involved and either designing recommendations to deal with the problem or establishing a process for arriving at a solution.
- 4 Promotes the development of linkages (interdepartmental, national and regional) to ensure that communications are fully integrated into the decision making system, that information on ongoing government priorities and decisions is communicated to the regions and to ensure an integrated approach to communications.
- 5 Manages the operations and resources of the Communications Secretariat and adapts its organization and capabilities to the evolving needs of the Chairman and the Cabinet Committee.

- 6 Promotes the activities and the ongoing development of the Information Services community by chairing an interdepartmental coordinating committee of Directors General of Communications, liaising with Treasury Board and the Public Service Commission, providing a focal point for the development and implementation of human resources management strategies, participating on selection boards for Directors General of Communications, attending symposiums/workshops on specific issues, and speaking to relevant groups.

EVALUATION RATIONALE

Assistant Secretary to the Cabinet, Communications

KNOW-HOW

- G Mastery of the structures and processes of government in Canada and of the organizational and behavioral aspects of Cabinet operations. Extensive knowledge of government communications goals and objectives and a high sensitivity to the particular requirements of the government at any point in its mandate.
- IV Co-ordination at the policy level of government priorities in the area of government communications policy and the monitoring of their application on a government-wide basis.
- 3 Successful achievement of objectives requires providing leadership for the government information community and providing briefings and substantive advice on communication plans accompanying all Memoranda to Cabinet.
- 800 Lowest number reflects a tendency to III as coordination is conceptual and limited to communications plans and policy.

PROBLEM-SOLVING/THINKING

- G Thinking within policies, principles and goals defined in general terms in the development of a strategic framework for government communications policy.
- 4 Analytic and constructive thinking is required in the evaluation of departmental communication proposals and in the provision of critical advice to Ministers, Deputy Ministers and Cabinet Committee Chairmen on proposed communications plans taking into account the inter-relationships among mandates, concerns and activities of departments as well as the broad policy concerns and objectives of the government.
- (66) Higher percentage indicative of a tendency to 5, given the complexity and high profile of issues.

ACCOUNTABILITY/DECISION MAKING

- G Reporting to the Deputy Secretary to the Cabinet (Plans), is governed by general guidance and is accountable for the effective functioning of the Cabinet Committee on Communications and for the critical analysis, development and co-ordination of policies and programs affecting government communications.
- 5C The position has a contributory impact on government information services. The proxy selected to represent these services is a budget of \$110.3 Mil (Constant) identified for that purpose.
- 608 Middle number reflects size of budget affected combined with the discretion exercised by the position in providing strategic advice to the staff of PMO, DPMO, PCO, FPRO on sensitive communications issues and initiating corrective action.

SUMMARY

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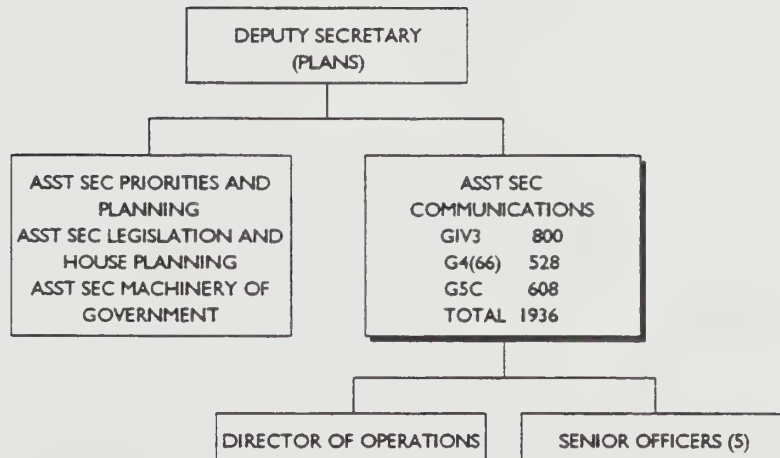
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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: D-8-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: D-7-A

POSITION TITLE: Director General, Public Affairs

GENERAL ACCOUNTABILITY

Is accountable for the overall management of internal and external communications in the Department at both the national and regional levels and for the provision of expert advice to Ministers, the Deputy Minister and Group Heads on communications policies, strategies and programs.

ORGANIZATION STRUCTURE

The position is one of 13 at the first level reporting to the Deputy Minister. The others are the Executive Assistant; ADMs of Review; Personnel; Policy and Coordination; Marine/Commissioner CCG; Surface; Finance; Aviation; Director General, Security and Emergency Planning; Departmental General Counsel; Inspector General Transportation Safety; Executive Director, Airports Authority Group.

Specific functions of the four positions reporting to the position are:

Director, Services (Staff of 17) is accountable for advising and counselling senior managers on the communications aspects and implications of departmental policies and programs, and the development of strategies and programs to ensure public awareness and support.

Director, Operations (Staff of 31) is responsible for planning, developing and implementing public affairs plans and strategies and the subsequent management and coordination of public affairs activities Canada-wide both at corporate and 10 regional locations in accordance with these plans and strategies.

Director, Planning (Staff of 12) is accountable for strategic and issues management communications planning; program and project communications planning; public opinion research and environmental analysis; review of departmental communications policies and activities.

Chief, Administration (Staff of 5) is accountable for the Group's financial administration and control, managing personnel and administrative matters as well as supervision of the word processing, data input, telecommunications, public enquiries, distribution functions of the Group.

NATURE AND SCOPE

Good communications planning, coordination and execution are an integral part of the departmental corporate strategy and are considered of paramount importance to the development of corporate policy and decision-making processes. The Director General, Public Affairs is charged with ensuring that the Department provides information to the public about its policies, programs and services that is accurate, complete, objective, timely, relevant and understandable, and that it takes into account the concerns and views of the public in establishing priorities, developing policies and implementing programs. In essence, the position ensures that the Department is visible, accessible and answerable to the public that it serves.

The Director General advises senior departmental managers, the Deputy Minister and Minister from a communications perspective on departmental programs, policies, decisions, strategic direction of the Department, and on changes in programs to enhance their salability and viability. The Director General ensures an effective communications research and analysis function for the Department in order to assess public wants, needs, perceptions and understandings with respect to departmental policies and programs, advises senior management on issues concerning probable public reaction to proposed legislation and regulations, and proposes communications strategies to neutralize and reverse potential negative reactions, or to derive maximum public acceptance. In this regard, the Director General integrates communications into the departmental corporate management process. The Director General initiates proactive recommendations to the departmental management committee, recommendations which have a significant impact on the formulation and implementation of departmental policies and programs. The Director General develops corporate and program communications plans responding to public concerns and integrates these into the corporate planning cycle.

One of the major challenges facing the Director General is the effective management and delivery of communications activities in the Department, presenting diverse functions and providing services to groups having divergent objectives, specific needs and conflicting priorities. In order to have an effective issues management and emergency and crisis communications program, the Director General must have available at all times an efficient and flexible team of experts to deal with sensitive and fast-breaking issues where the public focus is on the departmental image and the efficiency with which the Department handles the crisis. The Director General also directs the evaluation for the Minister and Deputy Minister of news coverage of all relevant issues and events that are covered by the media, including daily newspaper clippings and electronic media transcripts.

The Director General advises the DM and provides leadership in developing and implementing internal communications programs in the Department. The Director General ensures the review and assessment of all departmental communications programs and projects against planned objective professional standards, and the provision of leadership for developing and implementing changes in communications strategies and approaches. Another challenge facing the incumbent is to foster innovative approaches to creative services such as advertising, public exhibits and displays, audio-visuals, publications and to provide professional, effective services to a variety of demanding clients in an unstable environment.

The Director General is a full corporate member of the departmental executive committee and the departmental management committee, and actively inputs and participates as a departmental senior executive, not only as confined to communications objective and concerns, but also in the formulation of decisions concerning departmental objectives, plans, policies, programs, projects and major issues. The Director General meets daily with leading print and electronic journalists in the National Press Gallery, and is also in contact with influential foreign and domestic writers across Canada. The Director General meets daily with senior departmental personnel, and serves as the public affairs representative in a number of departmental committees dealing with various program items. Outside the Department, the incumbent is a member of the Interdepartmental Committee on Communications which is chaired by the Assistant Secretary of the Cabinet Committee on Communications. The Director General is also a member of the Interdepartmental Steering Committee on Communications review; the Treasury Board Advisory Committee on Federal Identity; of the Internal Communications Committee and of the Regional Communications Committee. Regular communication is also maintained with officials of the PMO, PCO, other federal departments and agencies, other levels of government and private industry.

DIMENSIONS (Constant Dollars)

Person-Years:

Department	20,506
Group	68

Salary, operating and maintenance budget:

Department	\$599,848,635
Group	\$ 868,486

SPECIFIC ACCOUNTABILITIES

- 1 Ensures that the Minister, Deputy Minister, and senior management are advised and counselled on the communications aspects and implications of departmental policies and programs.
- 2 Directs the preparation of communications plans for all departmental policy and program initiatives, including all communications plans required for departmental submissions to Cabinet and corporate level strategic communications plans.
- 3 Ensures that the Department provides information to the public about its policies, programs and services that is accurate, complete, objective, timely, relevant and understandable, and ensures a good perception of the Department, through the direction of communications programs to foster a positive departmental image.
- 4 Ensures that the Minister, Deputy Minister and other departmental decision-makers receive the best possible advice and up-to-date intelligence concerning communications and public affairs policies, current issues, trends and developments as well as public perceptions regarding matters affecting the Department in order that legislation programs and policies may be introduced in an atmosphere of public acceptance and support.

- 5 Ensures that the Minister is well informed about public and media thinking and receives informative briefing notes and speaking material so that the Minister can operate effectively before Parliament, in his or her relations with the media and at any speaking engagements before prestigious interest groups, and ensures that ongoing and productive liaison is maintained with such groups.
- 6 Ensures effective communications and public affairs services are provided such as news conferences, speeches, news releases, media interviews, media monitoring and analysis, ministerial visits, special events, corporate identity, advertising, audio-visuals, exhibits, publications, internal communications, public opinion surveys, communications evaluation, emergency and crisis communications and communications standards.
- 7 As a member of the departmental executive committee, provides effective corporate advice to the Deputy Minister on departmental strategies and programs.
- 8 Ensures that effective internal communications programs, policies and services are available and well managed to improve the flow and accuracy of critical policy, operational and administrative information as well as improving the morale and corporate culture of the Department.
- 9 Manages the Public Affairs group in an efficient and cost-effective manner and provides functional direction service-wide in communications.

EVALUATION RATIONALE

Director General, Public Affairs

KNOW-HOW

- G Sound professional knowledge and understanding of the workings and concerns of the offices of the Minister, Deputy Minister and ADMs; the range of departmental policies, programs, activities and plans from their conception to completion; and communications issues and specialized techniques relating to the whole spectrum of public affairs sub-functions.
- III Conceptual coordination of internal and external communications in the Department and advice to top most management on communications policies, strategies and programs and their implications on the departmental corporate strategies and public opinion on highly visible and complex issues.
- 3 Successful achievement of objectives requires the position to initiate proactive recommendations to executive committee and to deal with various levels of government on communications issues.
- 700 Middle number reflects broad knowledge of departmental programs and issues and management of diverse communications activities.

PROBLEM-SOLVING/THINKING

- F Thinking in terms of the communications and senior management perspectives of departmental programs, policies, decisions and strategic direction, in terms of public wants, needs, perceptions and understandings vis-a-vis departmental activities and in terms of departmental employees' needs for internal communications and corporate culture.
- 4 Highly analytic and creative thinking required to develop corporate and regional communications plans responding to public concerns and integrating these into the Department's corporate planning cycle.
- (57) Higher percentage reflects broad thinking environment and adaptive thinking to anticipate probable public reaction to proposed legislation and programs, and to propose communications strategies to neutralize and reverse potential negative reactions and derive maximum public acceptance.

ACCOUNTABILITY/DECISION MAKING

- F Reports to Deputy Minister; works within the framework of government communications policy as formulated by PCO; is a member of the executive committee; contributes to corporate strategy.
- 5C The position has a contributory impact on all departmental decision-making processes vis-à-vis all departmental policies and programs. The proxy selected to represent these policies and programs is a departmental budget of \$599 Mil (Constant).
- 460 Highest number reflects strong impact on all departmental programs.

SUMMARY

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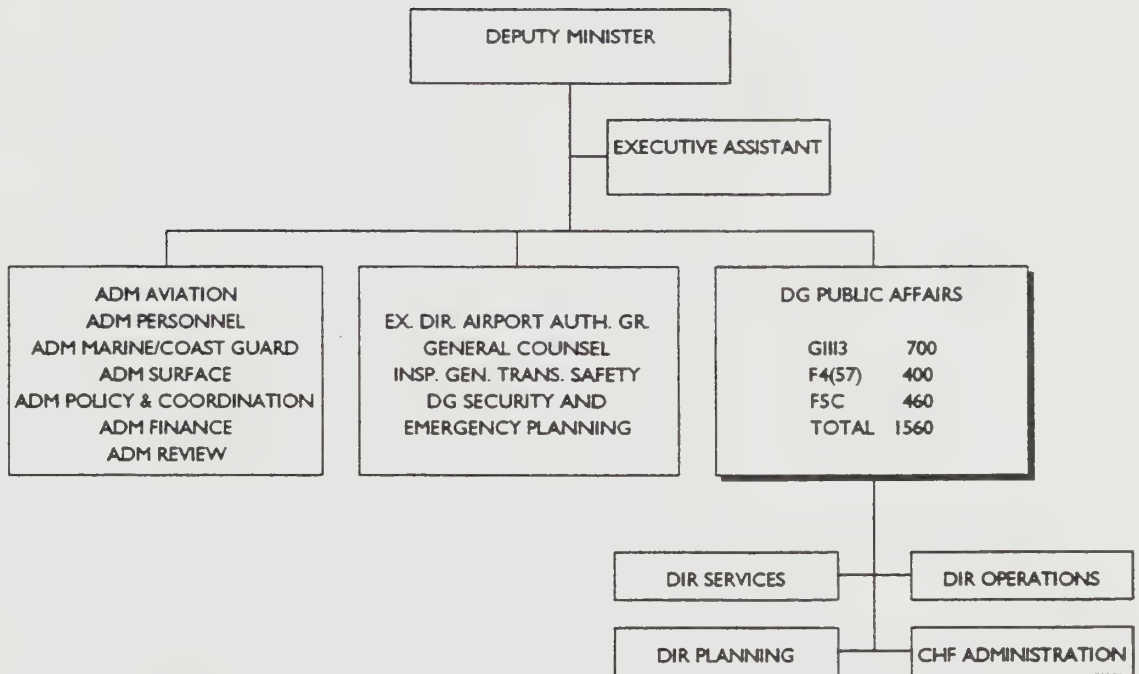
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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: D-7-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: D-6-A

POSITION TITLE: Director General, Communications

GENERAL ACCOUNTABILITY

Is accountable for the development and implementation of strategic communications plans and policies, as essential elements of the long-term planning, policy and program development process for the Department.

ORGANIZATION STRUCTURE

This is one of eight positions at the first level reporting to the Deputy Minister. The others are : ADMs Federal Mediation and Conciliation Services; Operations; Policy; DGs Management Systems and Services; Personnel; Women's Bureau; and General Counsel, Legal Services.

Specific functions of the positions reporting to the Director General are:

Manager, Strategy and Issues (Staff of 5) is responsible for communications and public affairs strategic planning, issues management, public environment research and analysis, national and regional communications programs, advertising, and evaluation.

Manager, Creative Services (Staff of 9) provides advice on and exercises control over all information products; develops and implements policies, quality standards and procedures for the cost-effective production of creative material; directs the publishing, printing, audio-visual and exhibit programs; publishes the internal employee publication.

Head, Speeches and Media Relations (Staff of 3) is responsible for providing communications support for the Minister's office; for speeches, press releases, media relations and public enquiries.

Administration Services (Staff of 2) maintains financial, personnel and general office management systems.

NATURE AND SCOPE

The Department is a leader in the highly sensitive areas of labour relations and conditions of work in all of Canada, thus affecting the lives of some 13 million Canadian workers, and at the international level. The Department has a strong mandate to protect and promote the interests of workers, unionized and non-unionized alike.

The Director General provides sensitive communications advice to the Minister when there are major accidents and losses of lives and where the government is under intense scrutiny. The

Department also has a legislated mandate to collect, digest and publish information relating to the conditions of labour. For this reason, communications is critical to the Department.

The Department's day to day dealing with client groups such as the Canadian Labour Congress (CLC) requires delicate management and the Minister must be provided with sensitive and strategic communications advice on how to deal with them. The incumbent is responsible for communications research and for the analysis and dissemination of public environment data to ministerial and senior department staff.

The DG interacts directly with the leaders of the Department's major client groups and with national journalists and provides the Minister and the Department with issues management and communications advice and support. This is an ongoing requirement but it is particularly critical in times of major labour strikes when the Minister is under great pressure to deal promptly and satisfactorily with labour crises. For example, the incumbent must provide strategic communications advice to the Minister when national airlines go on strike or when other major public services such as Canada Post or Bell Canada are disrupted by labour disputes.

The DG manages the Department's corporate image and positions the Department in a manner that maximizes its ability to exercise leadership and achieve long-term objectives. This is a challenging task in that jurisdiction in labour matters is shared with the provinces and the Department's clientele is widely dispersed.

The DG is a full member of the Departmental Executive Committee and of the Senior Committee on Accountability and takes an active part in the senior departmental strategic decision-making process. The incumbent is also a member of the Deputy Minister's Committee for Crisis Management.

The incumbent is a key player in all major departmental policy program related developments, bringing to the process his or her communications and public environment expertise, and recommending programs and policy changes or alternatives and associated communications strategies. In particular, the incumbent analyses public and client perceptions of departmental and government policies and programs and identifies means of meeting the needs of departmental clients, keeping in mind the concerns of pressure groups and the political and public affairs impact of various policy options. The Director General plays a direct role in the policy formulation process and his or her approval is necessary on all Memoranda to Cabinet. He/she is also concerned with the wording of items in the Speech from the Throne and in Budgets that impact on the Department and subsequently with communicating the essence of these items to specialized publics and to Canadians at large.

To ensure an integrated departmental approach to communications, the Director General chairs a Senior Communications Committee to develop strategic and long-term thrusts and initiatives.

At the national level, the Director General chairs a committee composed of representatives from provincial and territorial governments, as well as representatives from labour and business organizations, to coordinate national efforts to provide all Canadian workers with information which is critical to their safety and health, as was the case with the introduction of the Workplace Hazardous Materials Information System (WHMIS), an international leader in this field.

At the international level, the incumbent is concerned about how Canada's work force is perceived and the impact of the labour climate on domestic and offshore investors. The incumbent provides strategic communications advice to the Minister related to concerns raised before the International Labour Organization (ILO) by Canadian labour organizations or other pressure groups, such as Native groups. This is particularly delicate as the Canadian delegation is itself a tripartite group, made up of representatives from labour, business and government. These strategies have a direct impact on how Canada is perceived internationally and on the actual resolution of contentious issues domestically. The incumbent takes part periodically in ILO meetings in Geneva.

The Director General manages the professional resources and services of the Communications Directorate, including corporate information programs, public and media relations, speech writing, advertising, publishing, audio-visual and exhibit programs, and provides functional direction to other branches. The Director General is responsible for the Department's strategic and operational communications plans.

The Director General is responsible for coordinating all of the Department's communications and public affairs activities with the Communications Secretariat of the Privy Council Office, Supply and Services Canada and, as required, with line departments such as Corporate and Consumer Affairs, Health and Welfare Canada, Transport Canada and the Department of Indian and Northern Affairs.

DIMENSIONS (Constant Dollars)

Person-Years:

Department	878
Branch	21

Salary, operating and maintenance budgets:

Department	\$46 Mil
Branch	\$245,161

Communications Budget

Department	\$421,836
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SPECIFIC ACCOUNTABILITIES

- 1 Analyzes public attitudes and opinions and interprets these to the Minister and senior management, recommends strategies and provides input into the development of departmental policies and programs.
- 2 Advises the Minister, the Deputy Minister and senior management including Regional Directors of the communications implications of departmental policies, plans, programs and activities to ensure that the concerns of departmental clients have been taken into account.
- 3 Develops the Department's strategic and operational communications plans and approves related program or region-specific plans to ensure the effective delivery of government information to Canadians.

- 4 Represents the Department in dealings with provincial government officials and representatives of national labour and business organizations on communications strategies and programs to develop national communications activities of interest to all Canadian workers.
- 5 Develops and implements the Department's communications policies, standards and procedures to ensure the efficient management and delivery of communications functions and services.
- 6 Manages a communications staff responsive to the Department's diverse communications needs.
- 7 Develops and positions the Department's corporate image to maximize benefits for the Minister and the Department.

EVALUATION RATIONALE

Director General, Communications

KNOW-HOW

- F Extensive knowledge of departmental goals, organization and activities; extensive skill, creativity, judgement and experience in and knowledge of the field of communications (media relations, speech writing, information services, audio-visual services, publications) sufficient to provide a corporate direction for the information function of the Department, to participate in the departmental policy-making process, and deliver departmental programs.
- III Plans, organizes, implements and evaluates the communications policies, programs and activities of the Department and its regions.
- 3 Successful achievement of objectives requires dealing with the media and with officials of various segments of the Department.
- 608 High number reflects the degree of knowledge required to act as the departmental expert in communications which is near the G level.

PROBLEM-SOLVING/THINKING

- F Thinking is within broad departmental policies, guidelines, under general direction from the Deputy Minister.
- 4 Considerable analytic and constructive thinking is required to recommend program and policy changes or alternatives and associated communications plans.
- (57) Higher percentage is due to the position's direct role in departmental policy formulation and as an integral member of the Deputy Minister's management team.

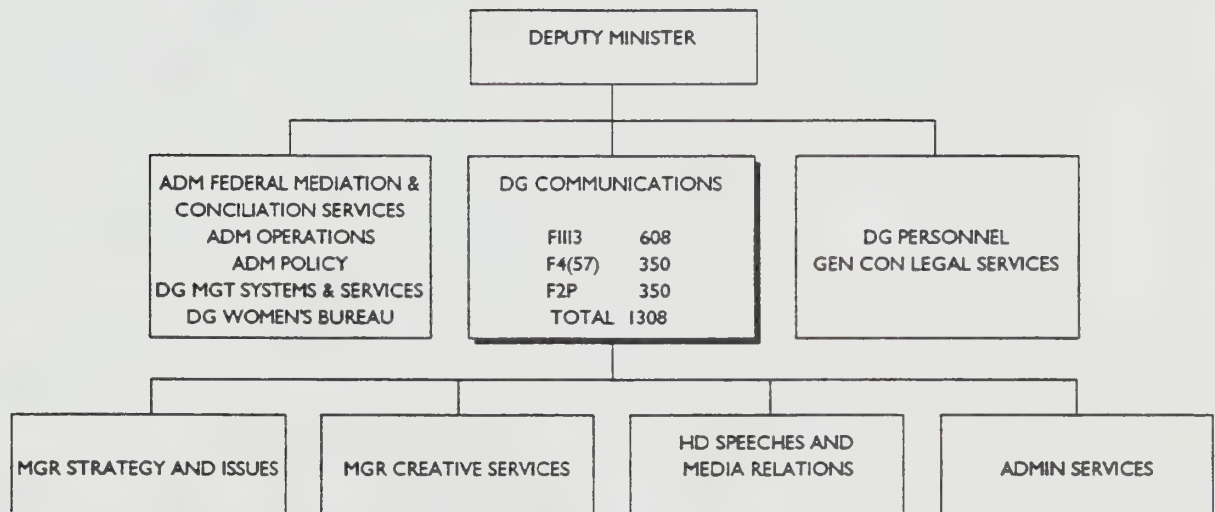
ACCOUNTABILITY/DECISION MAKING

- F Reporting to the Deputy Minister, acts within generally defined departmental policies and objectives, as well as those of Central Agencies.
- 2P The position has a primary impact on Branch's activities. The proxy selected to represent these activities is an operating budget of \$245,161 (Constant).
- 350 High number reflects the importance of the communications program to the Department's mandate.

SUMMARY

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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: D-6-A



GOVERNMENT OF CANADA

EXECUTIVE GROUP BENCHMARK

NUMBER: D-5-A

POSITION TITLE: Director General, Communications

GENERAL ACCOUNTABILITY

Is accountable for the formulation and implementation of communications policies and strategies to support the programs and initiatives of the Department and for the delivery of an information service on behalf of the Portfolio to ensure the understanding of such plans and initiatives by clients, the media and the general public, and also the access of the views of clients and their various interest groups to senior officials of the Department, the Minister and the Government.

ORGANIZATION STRUCTURE

The position is one of seven at the first level reporting to the Deputy Minister. The others are ADM Operations, ADM Programs, ADM Veterans' Land Administration, ADM Administration, Director General, Audit and Director General, Corporate.

Specific functions of the nine positions reporting directly to the Director General, Communications are:

Director Public Relations (Staff of 6) is responsible for the planning and execution of all programs dealing with media relations, news releases, executive speeches, exhibitions, advertising, contacts with client associations and the general public.

Director, Publications (Staff of 6) is responsible for the production and distribution of all internal and external communications programs other than what is prepared for news media consumption.

Chief, Public Affairs (Staff of 3) is responsible for information and media relations programs in support of the activities of the Department and associated Agencies in the HQ area. The incumbent acts as an official spokesperson and media relations contact at Head Office to meet the demands of various publics for information. The incumbent coordinates and publishes a regular newsletter for distribution to all employees in the HQ area, and provides correspondent services to the Portfolio newsletter.

Senior Communications Policy Advisor is responsible for the development and implementation of communications policies and strategies related to the Department's programs and plans.

Five Regional Public Affairs Officers report functionally to the Director General, Communications.

NATURE AND SCOPE

The Department is a highly decentralized Portfolio operating through a Head Office in two provinces and an extensive network which includes: five Regional Offices, thirty-two Districts, three Homes and one major Hospital - responsible for the delivery of pensions, client allowances, and other services to entitled clients; five Divisional Offices responsible for the delivery of the client Land Administration program and activities; eighteen District Offices through which clients receive advocacy services related to claims for pensions; and four Agency Head Offices. The Director General, Communications must have a sound knowledge of the demographic, regional and social variations affecting departmental programs and a working familiarity with the operational organization of the Portfolio.

The Deputy Minister requires that all issues coming before the Departmental Executive Board be accompanied by a communications strategy addressing internal/external audiences. The Director General, Communications is accountable to the Deputy Minister for evaluating the feasibility and effectiveness of communications strategies proposed in that forum as well as those contained in Cabinet memoranda and like documents, suggesting alternatives, and securing final agreement on the preferred approach. The Director General, Communications, plans, organizes, and implements internal and external communications programs.

The Director General, Communications is a full and active participant in the Departmental Executive Board - the senior departmental decision making forum. He/She is expected to be the focal point and catalyst for the development and implementation of communications strategies and plans for senior management. Such strategies and plans are developed in concert with the objectives of the Government, the Minister, and the Department, consistent with the themes surrounding government initiatives and directions.

The incumbent is expected to be the Department's senior media relations spokesperson - fully aware of the concepts, methods and technology of modern communications systems. He/She is responsible for maintaining good contact with national and regional media people interested in departmental programs and services in order to facilitate directly, or indirectly through managers, the best portrayal of the government's programs directed at clients, and in the spirit of the Minister's specific mandate. As the Portfolio's senior media relations expert, the Director General is responsible for coordinating all media releases in urgent situations.

The nature of the multitude of acts, regulations, programs and services requires a thorough understanding of the environment in which the Department functions and a sensitivity to the needs of an aging client population and the nature of the variety of interest groups acting on behalf of clients and their dependents.

The work involves directing the writing, editing, design, production and distribution of a wide variety of departmental publications and notices dealing with client pensions, allowances, and services. In addition the Director General is responsible for researching and drafting speeches for the Minister, the Deputy Minister and the Agency Heads and preparing an internal staff newsletter. The Director General, Communications acts as the coordinator for all Portfolio activities to meet the requirements of the Federal Identity Program.

DIMENSIONS (Constant)

Number of subordinate staff	18
Salary, operating and maintenance budget	\$482,000
Person-Years (Portfolio)	3,805

SPECIFIC ACCOUNTABILITIES

- 1 Provides advice and expertise to the Minister, Deputy Minister and senior officials on the formulation and evaluation of departmental policies and programs.
- 2 Makes recommendations based on communications oriented research for new departmental programs and services, and assists in the evaluation of existing ones.
- 3 Develops communications strategies and plans, including options and recommendations for discussions with and consideration by the Minister and senior officials.
- 4 Provides public relations advice and counsel to the Minister and the Deputy Minister.
- 5 Provides an information service in dealing with the media, the public, clients and their interest groups.
- 6 Provides a publications and communications service to ensure that the public is aware of both services and programs of the Department.
- 7 Acts as the coordinator for all activities within the Portfolio to meet the requirements of the Federal Identity Program.
- 8 Provides internal communications services to the employees of the department.
- 9 Plans, organizes and directs the provision of a fiscally responsible communications program which is closely integrated with the programs of the Portfolio.

EVALUATION RATIONALE

Director General, Communications

KNOW-HOW

- F Extensive knowledge of theories and techniques of media relations, speech writing, information services, audio-visual services and publications. Broad knowledge of central agency, departmental and three associated agencies' policies, goals, programs and organizations.
- III Conceptual and operational management of a national public affairs program to meet the needs of a small but extensively decentralized department and 3 agencies.
- 3 Successful achievement of objectives requires dealing with the media, Canadian and foreign government officials, and influencing and convincing officials in HQ and the Regions on ways/means to maximize their public affairs and communications programs and activities.
- 528 Middle number reflecting size of department and the role communications strategies play with regard to support program delivery.

PROBLEM-SOLVING/THINKING

- F Thinking within broadly defined policies and objectives in the development, implementation and control of a multi-faceted and comprehensive public affairs program. The position is an active member of the executive committee of the Department.
- 4 Constructive analytical thinking in planning and executing the department's mandate, and to communicate departmental objectives and achievements to clients, client organizations and the public.
- (50) Lower percentage indicates the orientation of the position in providing support for the delivery of departmental programs.

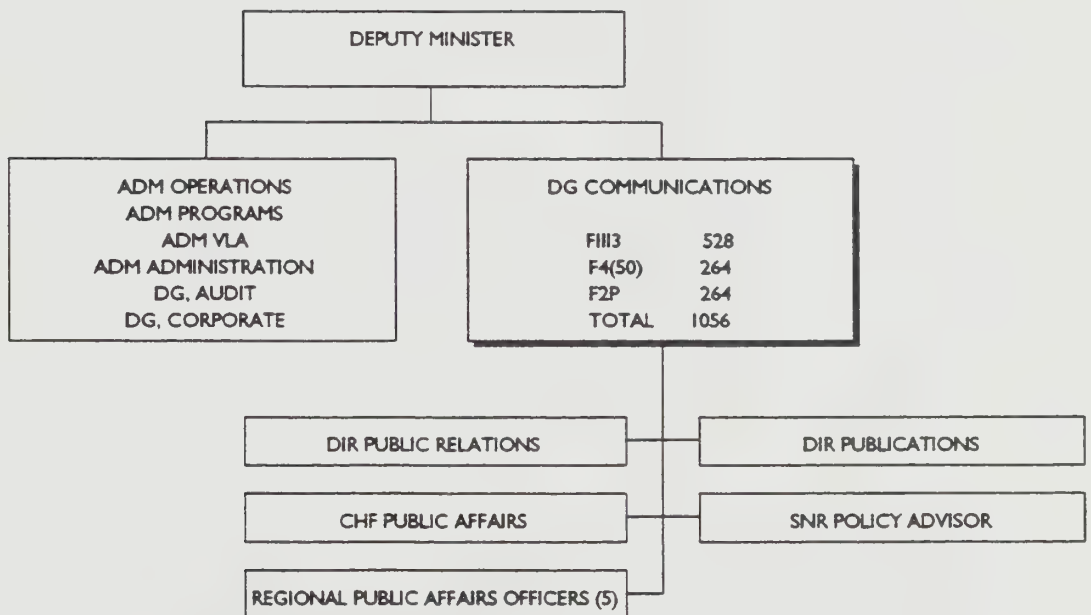
ACCOUNTABILITY/DECISION MAKING

- F Reporting to the Deputy Minister, is subject to broad functional direction and professional procedures in planning, coordinating and implementing the department's communications programs and strategies, coordinates all activities under Federal Identity Program.
- 2P The position has a primary impact on communications programs. The proxy selected to represent these programs is a budget of \$482 thousand (Constant).
- 264 Lowest number to reflect the size and narrow mandate of the Department and advisory nature of the work.

SUMMARY

FIII3 528	F4(50) 264	F2P 264	1056	0
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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: D-5-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: D-4-A

POSITION TITLE: Director, Public Affairs

GENERAL ACCOUNTABILITY

Is accountable for development and co-ordination of communications plans in support of two Ministers and more than 80 departmental programs and for ensuring that day to day Branch operations adhere to strategic guidelines with due regard for effective use of human and financial resources.

ORGANIZATION STRUCTURE

This is one of six positions at the third level reporting to the Director General, Communications. The others are: Director, Creative Services; Director, Editorial; Director, Monitoring and Evaluation; Director, Regional Communications; Chief, Administrative System and Services.

Specific functions of the positions reporting to the Director are:

Chief, Public Affairs (Energy) (Staff of 10) is responsible for communications program and ministerial activities relating to the Petroleum, Energy Policy Analysis, and Energy Conservation and Non-Petroleum sectors and the Canada Oil and Gas Lands Administration.

Chief, Public Affairs (MEST) (Staff of 10) is responsible for the communications support to the Minister of State, Mines, and communications support to the Mineral Policy, Earth Sciences and Research Technology sector.

NATURE AND SCOPE

The Communications Branch has responsibility for planning, organizing, directing, and monitoring the communications activities of the Department. This includes direct management of programs being implemented through the Branch, and indirect responsibility coupled with functional guidance over communications activities (such as publishing, contract with the media, direct mail) carried on directly by other sectors, in relation to their more narrowly defined audiences. The work entails directing communications programs within the policy framework established by central federal organizations. Program support is provided for more than 80 distinct program activities within the Department.

As the lead division within the Branch, Public Affairs is required to analyze and interpret information collected and/or produced by other divisions and propose appropriate communications activities that reflect program requirements and take advantage of opportunities that present themselves for departmental and ministerial communications. Its officers must develop plans that identify target audiences and appropriate message and tone, seek out the needed communications vehicles by drawing upon the creative talents within the divisions in the execution of the plans.

They must also work in close harmony with regional information managers to ensure that intents and aims are clearly understood in field delivery of any information programs, and to obtain continuous information concerning regional sensitivities and priorities, that must be incorporated into the planning. Officers must work with the Evaluation Officer in determining which programs are suitable for evaluation or other forms of monitoring and must ensure that the Public Enquiries Unit is forewarned of evolutions of new developments in programs, in order to have on hand suitable material for possible responses to the public and media.

The Division interfaces with approximately 25 other branches within several sectors and three major departmental programs, to keep on top of the evolution in programs, as well as news of proposed developments that will have a bearing on communications activities and scheduling. The officers must interpret to their client branches the values and attitudes within the public that could have an impact on acceptability of programs, and must provide appropriate feedback on the success or failures of certain initiatives. Officers of the Division make themselves available to the media or other interested publics as required, to communicate information relating to the Department's whole range of programs, or to arrange for media relations activity on behalf of their client branches.

Within the Division, a public enquiries service responds to questions from industry, mass media or the general public. This entails ensuring that appropriate program information is in place, and that the material is constantly updated and in an appropriate form for effective transmittal to the various enquiries. The unit is also responsible for tracking the progress of projects through the Division's system. The Director and the members of the Operations Sub-Committee assess the scheduling on a constant basis in order to ensure professional management of projects and proper follow up.

The Director, Public Affairs directs the planning of communications activity across the full range of departmental programs, culminating in a departmental communications plan for submission to the Director General. The Director also co-ordinates the preparation of operational plans throughout the Branch.

The incumbent must have sufficient familiarity with the objectives and operations of each of the Sectors in the Department to be able to evaluate sectoral communications plans, to confirm that the plans fit within the strategic framework approved by the Director General, that they accurately reflect program priorities, that public attitudes and program sensitivities on particular points are adequately addressed, that they represent levels of service consistent with Branch creative, editorial and regional capacities and that the choice of communications vehicles is appropriate.

The position must assess on a daily basis, the complex and changing requirements for program support in apportioning the human and financial resources of the Branch, to maintain a fair and reasonable balance in the service provided to client branches, and to reflect appropriately to the public the complexity and diversity of departmental program activity. Priorities, and

indeed messages, are often in conflict, and the Director must constantly be aware of the full scope of activity being carried on within communications programming in order to reassign priorities, gear up or reduce resources, seek outside support, and be able to advise creative and editorial support divisions of changing or evolving requirements. The incumbent must rationalize competing demands on time and resources, and when required, act as arbiter between conflicting priorities. To this end, the Director acts as chairman of one of the two weekly Branch management meetings and chairs the Branch Operations Sub-Committee.

The incumbent works with all branch directors to ensure effective use of personnel resources. This involves close monitoring and control of person-year utilization, and the introduction, as necessary, of measures to improve operational productivity. The incumbent also vets the contracting requirements of all divisions in order to ensure adherence to standard procedure in contract management.

The Director, Public Affairs conducts liaison with central agencies such as the Privy Council Office in respect to specific matters emanating from departmental activities, and to keep abreast of policy decisions of the Cabinet Committee on Communications, with general application across the Government, for instance in the areas of advertising and Federal Presence Exhibits. The incumbent attends Central Agency and interdepartmental meetings to provide information on departmental communications activity and to discuss issues of concern to the Department.

In carrying out these tasks the Director must work within the overall policy and procedural framework established by the DG Communications for the functioning of the Branch. The Director develops policies to govern public enquiries and media relations; strategies for the communications activities, recommending them to the DG Communications, after consultation with client branches' has taken place. The incumbent must also set appropriately high standards of quality and quantity of output and must ensure the timely production of material to respond to client branches' needs. The incumbent acts on behalf of the Director General in his/her absence and participates in executive or other senior management committees as required. With respect to approval of work conducted by the Branch, the incumbent signs off all projects on behalf of the Director General, with the exception of advertising and press releases.

The major challenge of the position is to provide advice of a sensitive nature, dealing with public perceptions, the likelihood of success of certain approaches, and the acceptability of programs, and must offer this advice with proposals for responses to different situations. For example, balanced communications programs in the face of incompatibility of messages encouraging consumers to reduce energy consumption, on the one hand, and endorsing large scale exports of oil on the other.

DIMENSIONS (Constant Dollars)

Number of departmental person years	4,853
Number of subordinate person years	22
Departmental salary, operating and maintenance budget	\$733 Mil
Branch salary, operating and maintenance budget	\$3.5 Mil
Division salary, operating and maintenance budget	\$337,243

SPECIFIC ACCOUNTABILITIES

- 1 Promotes the Department's message by analyzing the public environment within which the Department operates, and planning appropriate communications programs.
- 2 Develops strategies and policies for the management of communications programs, media relations and public enquiries activities.
- 3 Controls the quantity, quality and timeliness of communications programs generated within the Branch.
- 4 Advises the DG Communications and senior management on communications planning and programming.
- 5 Manages human and financial resources to ensure maximum effectiveness in communications program planning and management, and to promote flexibility in response to the Departments competing and conflicting priorities.

EVALUATION RATIONALE

Director, Public Affairs

KNOW-HOW

- F The work requires extensive, specialized knowledge of the theories, principles, practices and techniques of the communications field, with a good knowledge of the various vehicles, and approaches of central agency policies; departmental programs, policies and initiatives, and of management theories and techniques.
- II Operational coordination of the communications service to management of the Department, the public enquiries unit and media relations activities as well as the coordination of operational plans throughout the Branch and ensuring that day-to-day Branch operations adhere to strategic guidelines with due regard for effective use of human and financial resources.
- 3 Successful achievement of objectives requires advising management on communications programs and strategies, representing the Department to the media and motivating a staff of 22.
- 460 Highest number as activities tend toward the diverse.

PROBLEM-SOLVING/THINKING

- E Thinking within policies and objectives defined by the DG Communications in developing strategies and plans for communications programs, standards of quality for public inquiries and policy for media relations, and in coordinating the preparation of operational plans throughout the Branch.
- 4 Analytical thinking is required in advising senior management on sensitive communications issues, in assessing public and media attitudes; constructive thinking required in devising innovative approaches to reach target audiences.
- (43) Lower percentage reflects a solid evaluation.

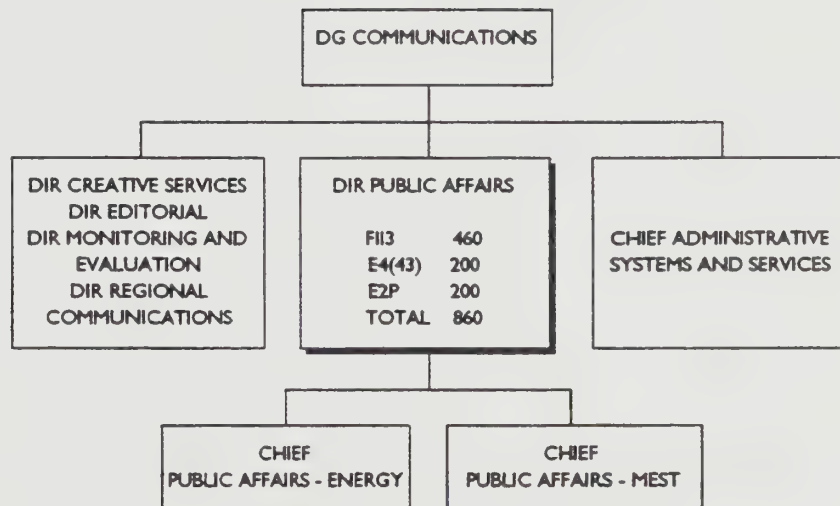
ACCOUNTABILITY/DECISION MAKING

- E Reporting to the DG Communications, who provides objectives and direction, the position is accountable for strategic planning, design, development, and implementation of the communications, programs for operating the public enquiries program and for relations with the media, and the management of human and financial resources.
- 2P The position has a primary impact on Division activities. The proxy selected to represent these activities is an annual operating budget of \$337,243 (constant).
- 200 Middle number indicates a significant degree of direction is available.

SUMMARY

FII3 460	E4(43) 200	E2P 200	860	0
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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: D-4-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: E-8-A

POSITION TITLE: Director General, Program Evaluation

GENERAL ACCOUNTABILITY

Is accountable for directing and organizing a systematic evaluation of the effectiveness of all regular and selected experimental programs to provide objective and timely information, recommend changes in the allocation of resources among programs, improvements to the design and delivery of programs and to management accountability.

ORGANIZATION STRUCTURE

This position is one of three at the second level reporting to the Assistant Deputy Minister, Strategic Policy and Planning. The other two are the Director General, Long-Term Planning and Development, and the Director General, Policy and Program Analysis.

Specific functions of the five positions reporting to the Director General are:

Chief, Job Creation and Employment Services (Staff of 17) is responsible for developing and executing a comprehensive strategy for the effectiveness evaluation of programs in the areas of direct job creation and employment services.

Chief, Insurance Program (Staff of 12) is responsible for the effectiveness evaluation of programs in the area of unemployment insurance.

Chief, Immigration Program (Staff of 11) is responsible for program effectiveness evaluations related to the area of immigration.

Chief, Special Needs Programs (Staff of 11) is responsible for effectiveness evaluations of programs directed to meeting the needs of competitively disadvantaged members of the labour force.

Chief, Training Programs (Staff of 9) is responsible for the effectiveness evaluation of institutional and industrial programs.

NATURE AND SCOPE

The Department provides policies and programs for the effective functioning of the national labour market and contributes to the economic, social, humanitarian and cultural interests of Canada through the admission of immigrants and visitors.

The Program Evaluation Branch is responsible for the planning, development and execution of effectiveness evaluations of all the Department's programs to provide objective and timely information essential for decisions concerning resource allocation, program improvement and

accountability. Evaluations fulfil a review control function, providing recommendations and input into the planning and budgeting process and implementation of existing and new programs.

The work requires a mix of knowledge in the policy and planning process as well as program development. Also required are implementation, analytical, managerial and administrative skills as well as professional expertise, especially in social, economical and political development. The incumbent is required to have extensive expertise on evaluation techniques and in-depth knowledge on the full range of the Department's programs to provide direction in the design and implementation of evaluation strategies and to recommend appropriate changes based on evaluation findings.

The Director General, in planning the evaluation strategies, must take into consideration several broad categories of programs. The programs evaluated by the Branch include not only major classes of programs such as direct job creation and employment services but also more specific programs like the effectiveness of control programs in immigration and unemployment insurance. Another category of programs has a direct impact on other governments and the private sector. Evaluation of these programs needs to be carried out jointly with other agencies or groups. Specific examples would include the local economic development assistance program which involves other federal and provincial departments as well as community organizations, and the employment development programs with, in some cases, joint evaluation responsibilities with the provinces. The Director General represents the Department in joint evaluation activities.

The incumbent is responsible for determining and making recommendations to senior management on the priority of evaluations. The incumbent, in developing a comprehensive evaluation strategy and schedule, has to be cognizant of the impact of changing government priorities on programs and the importance of having information, analyses and recommendations available at critical periods of time, for example, before new training agreements are negotiated with the provinces. He/she has to respond to the evaluation requirements of the Minister, the Department, Treasury Board, and the Comptroller General. He/she ensures that the Department fulfils the requirements set by the Office of the Auditor General with respect to appropriate evaluative mechanisms being in place.

The methodologies used in the evaluations cannot be standardized and require a high degree of innovation in the development and management of procedures and systems to facilitate the coordination and analysis of information relating to the objectives of programs and their planned and actual operations. The Director General is responsible for the validity and reliability of the methodologies employed. The work requires close and continuing contact with senior officials in the program and operational areas of the Department both in Ottawa and the regions.

Evaluation recommendations have a direct impact on the future of programs, their design and the level of resources that will be committed. Interpreting the results of evaluation analyses and the making of authoritative recommendations is an essential element of this position. The incumbent is expected to integrate the evaluation findings and recommendations concerning the Department's labour market, income maintenance and immigration programs to determine the inter-relationships and linkages.

The Director General, Program Evaluation Branch, as a member of the Senior Management Committee, participates in decision-making on the development of new programs or revisions

to existing programs based on evaluation findings and recommendations. The position also provides authoritative advice on intra- and inter-departmental committees concerned with effectiveness evaluations, as well as representing Canada at OECD meetings related to evaluation and manpower matters.

The incumbent provides functional direction to the Regional Economic Services Branches in carrying out their role in the evaluation of regional projects and in supporting national evaluation strategies. The position also directs the provision of technical support to the Department in matters of program efficiency evaluation.

Through his/her membership in the Audit Committee and the Performance Measurement Steering Committee, the Director General, Program Evaluation Branch, contributes to an improved accountability system for the Department by integrating the evaluation process with other management control mechanisms.

DIMENSIONS (Constant Dollars)

Direct:

Subordinate staff years:	60
Salary, operating and maintenance budget	\$660,000

Indirect:

Evaluation recommendations significantly affect:

- expenditures on unemployment insurance:	\$1.6 billion per year
- labour market and immigration programs:	\$.8 billion

Departmental Person Years:	24,000
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SPECIFIC ACCOUNTABILITIES

- 1 Develops a comprehensive strategy for the effectiveness evaluation of all the Department's programs to meet the requirements of the Department, Treasury Board and the Auditor General.
- 2 Directs the planning, development and implementation of evaluations to ensure efficient execution, validity of results obtained, and the general applicability of the recommendations.
- 3 Directs the review and development of concepts, methodology and research techniques to improve evaluation and to promote a better understanding of the Department's programs.
- 4 Participates in the development of major policy and programs initiatives by providing technical and conceptual input as a member of senior steering committees, and recommending changes in program design and resources as a result of evaluation findings.

- 5 Represents the Department at the Public Accounts Committee, interdepartmental committees and international meetings of experts to present evaluation findings and innovative evaluation methodologies and techniques.
- 6 Directs the provision of technical support to the Department on matters of program efficiency evaluation and provides functional direction to the Regional Economic Services Branches in respect of evaluation matters.
- 7 Directs the staff of the Branch to ensure the resources assigned are used in an efficient and effective manner.

EVALUATION RATIONALE

Director General, Program Evaluation

KNOW-HOW

- G Mastery of the theories, principles and techniques of program evaluation. Thorough knowledge of departmental policies, programs, and objectives; in-depth knowledge of planning and budgeting systems, and the workings of OECD.
- III Operational management of multi-faceted functions required for the evaluation of Department's programs and procedures.
- 3 Successful achievement of the position's objectives requires directing and motivating a staff of 60 in securing assistance from departmental managers; in persuading senior management to accept recommended changes.
- 800 Highest number reflects the size, complexity and diversity of departmental programs and the role the position plays in resource allocation.

PROBLEM-SOLVING/THINKING

- F Thinking within broadly defined policies and objectives in determining evaluation methodologies and recommending change in resource allocation and program design and delivery.
- 4 Evaluative and constructive thinking is required in analyzing the results of evaluation and recommending changes to solving evaluation problems and adapting methodology to suit operational and organizational situations.
- (57) Higher percentage reflects that a variety of problem situations are encountered.

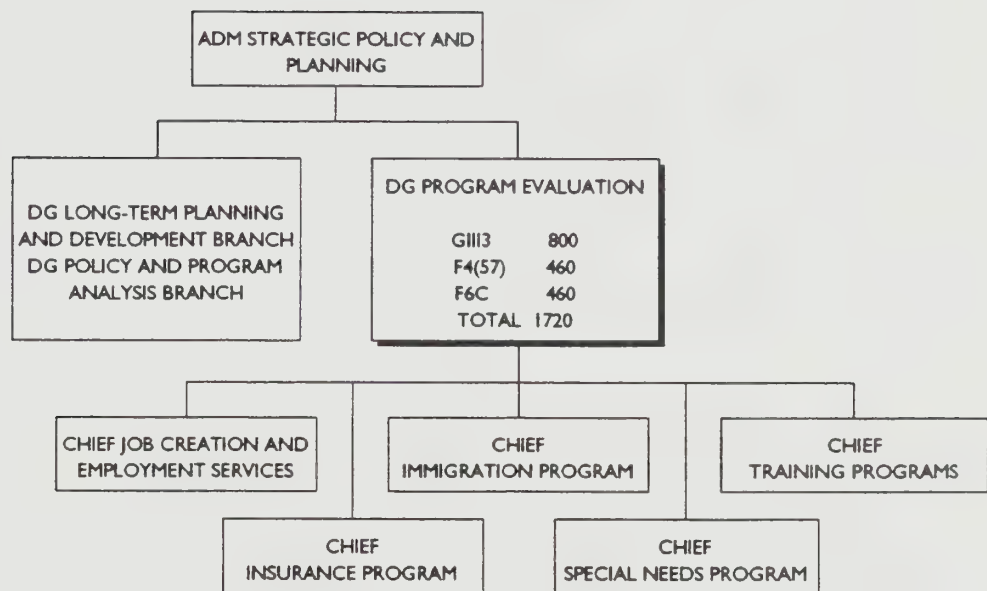
ACCOUNTABILITY/DECISION MAKING

- F Reporting to the ADM, Strategic Policy and Planning, accountable for directing and organizing systematic evaluation of all programs to provide information, recommend changes and improvements.
- 6C The position has a contributory impact on unemployment insurance and labour market and immigration programs. The proxy selected to represent these activities is an annual budgeted program expenditure of \$2.4 billion (Constant).
- 460 Lowest number indicates that the position is one of several with input to departmental program decisions including resource allocations.

SUMMARY

GIII3	800	F4(57)	460	F6C	460	1720	0
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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: E-8-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: E-7-A

POSITION TITLE: Director General, Program Audit and Review

GENERAL ACCOUNTABILITY

Is accountable for the management and productivity of the internal audit, program evaluation and regulatory affairs functions of the Department.

ORGANIZATION STRUCTURE

The position is one of 7 at the second level reporting to the Assistant Deputy Minister, Corporate Management Branch. The others are the Directors General, Financial Administration; Informatics; and the Directors, Administrative Services; Facilities Planning and Management; Executive Secretariat; and Finance and Administration.

The position reports to the ADM Corporate Management for administrative purposes and directly to the Deputy Minister on matters of substance arising from studies, projects and case analyses.

Specific functions of the positions reporting to the Director General are:

Director, Accounts and Systems Audit Division is responsible for the performance of internal audits of departmental accounts, operations and systems. On a prospective basis, the Director is responsible for the conduct of pre-implementation audits of new and revised management or operational systems and procedures.

Director, Program Evaluation and Audit Division is responsible for value for money audit and program evaluation studies, or combinations thereof, of the Department's programs. For any given study, the Director is required to determine its scope and the degree of integration of evaluation and audit to assure a comprehensive report on the efficiency, economy and effectiveness of departmental programs and operations. On a prospective basis, the Director is responsible for the development of audit/evaluation frameworks for new or renewed programs.

The foregoing divisions resource their projects on a matrix basis from a complement of 27 professional staff.

Chief, Review Methods and Operations Group (Staff of 4) is accountable for the development and assessment of audit and evaluation methodologies, data bases on programs and operations, and measures of program performance. The Group defines the entities of Directorate study, plans the timing and likely scope of their study and of pre-implementation and evaluation framework exercises, and designs and administers the Directorate's performance reporting systems. The Chief directs special investigations of apparent financial misconduct in high risk situations.

NATURE AND SCOPE

The programs of the Department are delivered in support of more than 25 Acts of Parliament, many complex in themselves and further complicated by extensive sets of regulations. Many of the programs service or relate to legislation administered by other departments.

Major factors impacting on achievement of the objectives of the Directorate are the overall size, dispersion, and complexity of the Department's programs and their operations. Many programs are based upon or being adapted to high technology systems, which requires that the Directorate develop appropriate methodologies, and use seconded or contracted resources to assure professional competence in relating to these technologies. The review of programs and their operations frequently indicates that there is not a base of information upon which to assess their performance. This requires that new data bases be created by Directorate study teams.

The Director General consults with the Deputy Minister, program branch ADMs and Treasury Board officials to develop priorities for and determine resources required in internal audit and program evaluation planning. The incumbent directs the preparation and updating of long-term and annual schedules of audits, evaluations, and regulatory action for recommendation to the departmental Senior Management Committee.

The incumbent recommends terms of reference for evaluation and audit studies, and program reviews, for approval by the Deputy Minister, and attests to the quality of the studies, their reports and recommendations. All departmental recommendations with respect to the disclosure or non-disclosure of information are reviewed by the incumbent prior to their submission to the Deputy Minister to assure compliance with relevant legislation.

Actions approved by the Deputy Minister are monitored as to their implementation. When new programs are approved by Cabinet, or existing programs or operations are revised, the Director General ensures that the Deputy Minister receives an evaluation framework or pre-implementation audit which demonstrates the evaluability and auditability of the programs and their operations.

To achieve the foregoing, the Director General establishes and maintains viable audit and evaluation functions, and program review capacity which, in addition to the management of the resources and operations of the Directorate, include the provision of technical advice to corporate and program managers on the development of information on program and operational efficiency and effectiveness, explaining the purpose and procedures of the functions to Department executives and officers, and identifying and addressing areas of concern about Department programs held by outside parties, such as Treasury Board. As well, the viability and productivity of the functions are dependent upon successfully identifying or developing reliable and valid information on the effectiveness of programs and their operations and persuading corporate and program managers to collect such information.

Many of the Department's programs are being evaluated for the first time and there is usually an absence of baseline or ongoing effectiveness information. Consequently, early evaluations require not only the development of best-possible designs, but the specification of information-collection requirements for subsequent reviews.

A number of the Department's programs are not under its complete control, and thus introduce complexity into the planning, timing and conceptualization of audits and evaluations. Some programs are interdepartmental (e.g. Environmental Hazards), others have significant political dimensions (e.g. Indian Health Services), and others are delivered in partnership with provinces (e.g. Canada Assistance Plan).

The major challenge facing the Director General is in the integration of the program review functions of the Directorate to meet internal and external requirements such as reporting requirements under the Regulatory Action Plan, assessments of science-based programs, and periodic reviews by the Auditor General. Internal audit and program evaluation have been independent functions. The Directorate will conduct comprehensive reviews of programs and services, their operations, and alternative forms of delivery with respect to economy, efficiency, efficacy and effectiveness. The viability of an integrated approach will depend upon its successful demonstration with functional staff and departmental management, and in the utility of resulting information in meeting the above noted external requirements.

The Director General is free, within the parameters of professional standards and ethics, and the policies of Central Agencies, to determine the best approaches, methodologies and techniques for the conduct of reviews required of the Directorate through its role statement and Deputy Minister approval of long term and annual plans.

All study findings and recommendations are discussed with various levels of management prior to the issuance of reports. In this process, recommendations may be changed by mutual consent, but the incumbent is free at all time to pursue any matter arising from a study with the Deputy Minister.

The position is the primary contact of the Department with the Comptroller General's Office and with provinces, associations and private agencies, in the establishment of appropriate evaluation processes, including indicators and information elements. In most such discussions the negotiations are carried out through group discussions involving other persons such as program ADM's, Director General of Finance, Department of Finance representatives and so on, and include the overall planning, implementation and control of the program or project.

DIMENSIONS (Constant Dollars)

Person-Years:

Department: 8,895

Directorate: 38

Salary, operating and maintenance budgets:

Department: \$288.5 Mil

Directorate: \$496,277

SPECIFIC ACCOUNTABILITIES

- 1 Produces annual and long-term plans for the audit, evaluation and review of departmental programs and operations acceptable to Senior Management Committee, the OCG, TBS and the Regulatory Affairs Secretariat.
- 2 Completes internal audit studies, for review and approval of the Deputy Minister, which observe on and attest to the operational compliance, efficiency and economy of Department systems, and verify departmental accounts.
- 3 Completes evaluation and comprehensive audit studies, for review and approval of the Deputy Minister and Minister, of the value-for-money, effectiveness and continuing relevance of and alternatives to departmental programs and regulatory activities.
- 4 Establishes indicators of performance specific to departmental programs and their operations to provide reports on departmental results within Part III of the Estimates and to Treasury Board in its accountability reviews of the Department.
- 5 Maintains expertise in the Directorate; consults and advises departmental managers in the adoption and implementation of monitoring and reporting processes specific to their programs and operations to enhance accountability throughout the Department.

EVALUATION RATIONALE

Director General, Program Audit and Review

KNOW-HOW

- G Comprehensive professional knowledge of all departmental programs, their objectives and management framework as well as specialized mastery of both evaluation and audit techniques.
- III The operational management of two major functions with compliance and program evaluation often displayed as having competing objectives.
- 3 Successful achievement of objectives requires negotiating results with management and motivating staff.
- 700 Middle number reflects the managerial expertise required to manage both program evaluation and audit in a large complex department that is extensively decentralized.

PROBLEM-SOLVING/THINKING

- F Functions conducted under very broad policies of audit and evaluation and tending toward only general policies of the OAG and OCG.
- 4 Analytic and constructive thinking in developing audit and, particularly, program evaluation strategy to the various programs and their objectives. The primary purpose of Program Evaluation is the examination of basic assumption and research into the consequences of altering entire program objectives.
- (57) Higher percentage indicates the strategic development of these programs for the Department and adapting audit and evaluation practices to the Department.

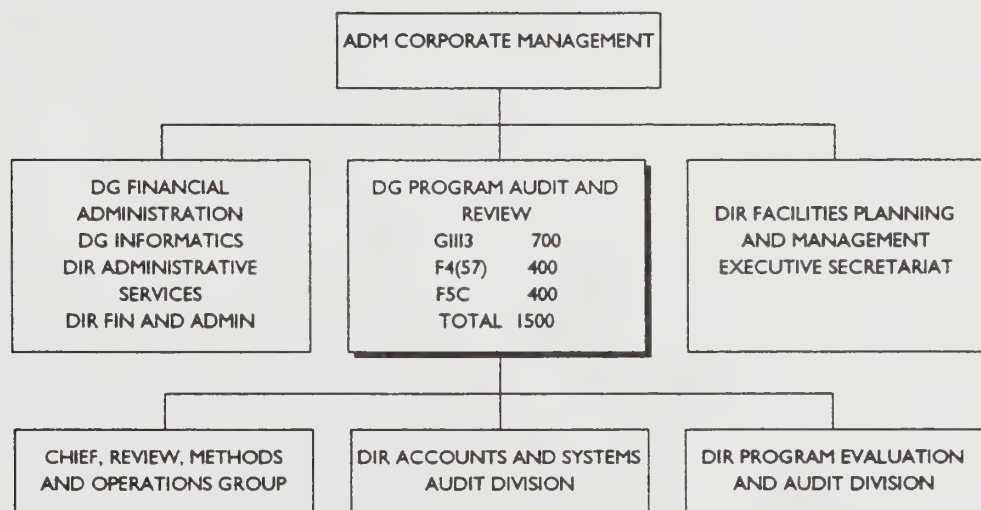
ACCOUNTABILITY/DECISION MAKING

- F Freedom to act and recommend is circumscribed only by broad functional policies and general direction of the Deputy Minister.
- 5C The position has a contributory impact on departmental operations to carry out programs. The proxy selected to represent these operations are operations expenditures of approximately \$288.5 Million (Constant).
- 400 Middle number indicates that in judging value of programs significant recommendations are made concerning departmental operations.

SUMMARY

GIII3	700	F4(57)	400	F5C	400	1500	0
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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: E-7-A





GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: E-5-A

POSITION TITLE: Director, Program Evaluation

GENERAL ACCOUNTABILITY

Is accountable for developing policy, managing the Department's program evaluation function and producing program evaluation assessments and studies in accordance with Central Agency requirements, departmental policies and priorities, and good professional practice.

ORGANIZATION STRUCTURE

This position is one of two at the third level reporting to the Director General, Audit and Evaluation. The other is the Director, Management Audit.

The subordinate positions reporting to the incumbent are as follows:

- Program Evaluation Officers (4);
- Consultants or Specialists drawn from other sources as required;
- Specialists seconded from other Departmental functions.

NATURE AND SCOPE

The Department is a common services organization. Its primary role is to provide and manage general purpose and shared use of real property for clients and/or tenants. It also provides professional, technical, operational and managerial services. It operates within the requirements of legislation, policies and directives of the Treasury Board. The Department is expected to obtain the maximum value for money within the context of socio-economical goals established by the government.

The Director, Program Evaluation is responsible for developing and implementing policies, plans, priorities and methods for the conduct of effective evaluations of departmental programs delivered through 23 program components. In carrying out this function, the incumbent acts upon the requirements of the program evaluation policy issued by the Treasury Board Secretariat, follows the functional guidance prepared by the Office of the Comptroller General, and benefits from studies conducted by the Office of the Auditor General.

The Director maintains, for the approval of the Director General and the final approval of the Deputy Minister, a departmental evaluation plan in three parts:

- the departmental program evaluation profile consisting of the component profiles and an explanation of the overall component structure;

- the program evaluation long-term schedule which recommends relative program priorities for evaluation and indicates when each component is to be evaluated over the evaluation cycle; and
- the program evaluation annual plan indicating in more detail evaluation activities to be undertaken in the next 12-18 months.

The position manages permanent staff and consultants to ensure that program evaluation studies and evaluation assessments are of a high professional standard, complete with well substantiated findings and recommendations using state-of-the-art techniques and methodologies such as statistical and socio-economic analysis.

Evaluation studies include recommendations to the Deputy Minister which have far-reaching consequences in their impact on departmental programs, organizations and deployment of resources. Failure to effectively identify weakness or change programs could have a serious impact both on the cost of the Department to do business and on its clients. The Director requires cognizance of potential change in legislation or mandate, technological improvements or potential adjustments in the requirements of the Department.

The incumbent ensures that the findings and recommendations of program evaluations have input to program development, strategy formulation, priority setting and planning of the Department. To do this and maintain the confidence of senior and line managers, the Director communicates effectively, orally and in writing his/her knowledge of program evaluation techniques. The incumbent promotes program evaluation at all levels of management to elicit a positive response to the activity and to highlight its value as an important management tool. The Director is recognized by senior and line managers as a specialist in the field with substantial qualitative techniques.

The incumbent ensures that new or renewed departmental programs include in their design a program profile and an evaluation framework. This is done in conjunction with planning and program design managers.

There is a close relationship between the activities performed by the Director, Program Evaluation and the Director, Management Audit. The Audit function, like Program Evaluation, provides a periodic, in-depth assessment of efficiency and effectiveness. Audits primarily concentrate on operating systems and management control, while Program Evaluations focus on program structures, their design and impacts.

Both functions report to the Director General, Audit and Evaluation who is responsible for directing their activities. The incumbent maintains a close liaison on a day-to-day basis with the Director, Management Audit to ensure an exchange of information and the elimination of areas of potential overlap and to ensure economies of effort in both functions.

The incumbent is responsible for ensuring, by liaison and formal contact, that sources of information within the Department, such as performance measurement, operational, financial and budgets, and those to be found elsewhere are used in the studies where applicable.

Besides maintaining an active liaison with the Treasury Board Secretariat, Offices of the Comptroller General and Auditor General and various professional bodies, the Director maintains an awareness of the program evaluations being carried out in other departments. This is because the functions and operations of the Department are concerned almost solely

with the provision of specific services to other departments. Hence, the program evaluation activities of other departments have a bearing on program evaluations within the Department. In addition, the incumbent directs the Department's participation in interdepartmental program evaluation studies.

DIMENSIONS (Constant Dollars)

Staff	5 staff years Consultants and other expertise as required
Salary, operating and maintenance budget	\$89,500
Department	
Person-Years	8,111
Salary, operating and maintenance budget	\$360 Mil

SPECIFIC ACCOUNTABILITIES

- 1 Develops and implements policies, plans and procedures for the evaluation, on a cyclical basis, of all departmental program components.
- 2 Manages evaluation assessments and studies to report findings and make recommendations for program changes impacting on the organization, resource allocation, and program design and delivery.
- 3 Directs officers permanently and temporarily assigned to the function.
- 4 Promotes program evaluation concepts to senior and line managers, and ensures integration of program evaluation information to the strategy formulation, priority setting, program development and planning functions of the Department.
- 5 Represents the Department and its interests to other departments and central agencies with respect to evaluation policies, procedures and operational activities.
- 6 Undertakes special evaluation projects assigned by the Deputy Minister.
- 7 Acts as Director General, Audit and Evaluation, in his/her absence.

EVALUATION RATIONALE

Director, Program Evaluation

KNOW-HOW

- F Extensive specialist knowledge of program evaluation, along with a broad knowledge of departmental operations, central agency policies and the principles of good management practice.
- III Manages the departmental program evaluation organization.
- 3 Successful achievement of objectives requires providing evaluation feedback to managers and in motivating staff.
- 528 Highest number reflects the expertise required to manage a function which is department-wide and whose advice contributes to program decisions.

PROBLEM-SOLVING/THINKING

- F Thinking is within defined central agency and departmental policies and priorities in developing an evaluation program, methodology and process.
- 4 Analytical and constructive thinking required in assessing and evaluating programs and in making recommendations for program changes impacting on organization, resource allocation and program design and delivery.
- (50) Lower percentage reflects the impact of service-wide policies in the requirement to develop appropriate processes for the function.

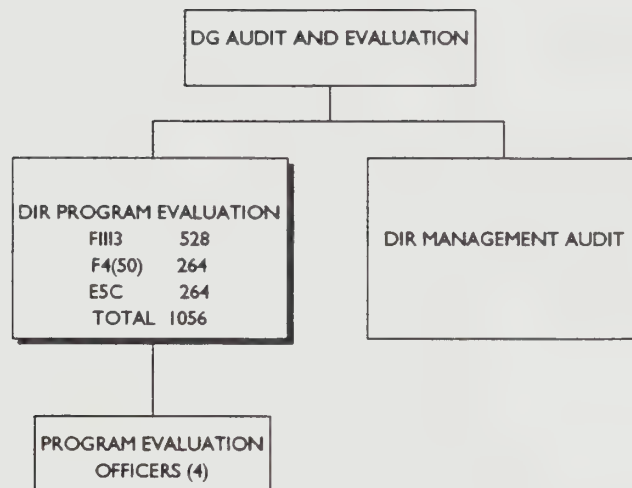
ACCOUNTABILITY/DECISION MAKING

- E Acts under general direction from the Director of Audit and Evaluation in managing a program to evaluate departmental programs and advise on their effectiveness.
- 5C The position has a contributory impact on departmental operations. The proxy selected to represent these operations is an annual departmental operating and salary budget of \$360 Mil (Constant).
- 264 Middle number reflects magnitude of budget and a noticeable impact of recommendation on departmental operations.

SUMMARY

FIII3	528	F4(50)	264	E5C	264	1056	0
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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: E-5-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: E-4-A

POSITION TITLE: Director, Program Evaluation

GENERAL ACCOUNTABILITY

Is accountable for planning and implementing the Department's program evaluation function; develops the framework for the evaluation of departmental programs; recommends approaches for meeting the evaluation concerns of the Deputy Minister and Assistant Deputy Ministers as well as those of Central Agencies, Ministerial Policy Committees and Parliament; assesses the responsiveness of programs to meeting objectives and recommends actions to respond to the findings of program evaluation to facilitate decision-making by the Deputy Minister and Assistant Deputy Ministers.

ORGANIZATION STRUCTURE

This is one of three management positions at the third level reporting to the Director General, Planning and Evaluation Directorate. The other two are: Director, Planning Branch and the Chief, Administrative Services.

Reporting to the Director, Program Evaluation are two Senior Evaluation Officers, (2) each responsible for planning, organizing, directing and reporting on program evaluations; for preparing and administering contracts for such work and recommending the acceptance of contractor reports; and for undertaking framework studies and special projects. The Senior Evaluation Officers are accountable for the timely execution of the studies for which they are responsible, for the credibility of findings and conclusions, and for the integrity and quality of the advice for policy, planning and resource allocation purposes given as a result of such studies.

NATURE AND SCOPE

The Department is mandated to conserve and protect the quality of the natural environment and the atmosphere, to manage wildlife, and parks. Eleven thousand employees are geographically situated across Canada with over 80% of programs and resources located outside of the National Capital Region. Program activities costing approximately \$85 million (Constant) are extremely varied, including data gathering and analysis, research and technology transfer, and the design and implementation of programs to ensure effective management, conservation and use of Canada's natural resources. The Department has extensive regulatory responsibilities as well.

Given the complexity, diversity and cost of its program activities, the Department requires a comprehensive framework and plan for the systematic evaluation of the effectiveness of its activities in achieving its objectives and, hence, fulfilling its mandate.

The Director is the central and sole authority for departmental program evaluations. The Deputy Minister is the primary client and the incumbent provides the means for giving the Deputy Minister an objective, independent review of the activities of 20 programs within the three Services. The results of evaluations are used to improve the structure of programs or the organizations within which they exist, to reallocate resources for priorities, and to define or refine management accountability systems.

A wide range of scientific disciplines are involved in the Department's programs with many having significant socio-economic implications. In addition, technology transfer to industry is a high priority and must be assessed during the course of evaluation projects. Problems encountered range from insufficient planning at the design stage for the capture of critical evaluation data to resistance from managers to the evaluation process. This requires innovative and frequently precedent-setting approaches to achieve evaluation objectives and demonstrate the contribution the evaluation exercise can make to improving management effectiveness.

The Director develops the comprehensive departmental evaluation framework, and the policy and procedures for carrying out evaluations. The broad policy guidelines on evaluation established by Central Agencies are interpreted and communicated throughout the Department. Extensive consultation and negotiation is conducted with senior managers to achieve consensus on roles and responsibilities within the process, develop mechanisms for collective and meaningful participation, and define a policy that meets program managers' needs for concrete information to facilitate decision-making.

The incumbent identifies the programs to be reviewed and prepares the Department's comprehensive five year evaluation plan. The plan incorporates priorities articulated by the Senior Management Team, addresses strategic concerns of the Services as well as the requirements of the Services, and includes estimates of resources required to conduct the studies.

Most evaluation activities are contracted-out to private sector subject specialists. The Director is responsible for managing the contracts and the projects. He/she negotiates with Program Managers to obtain the necessary supplementary budgets and human resources to conduct the studies.

The Director directs the development of program evaluation final reports which examine the effectiveness of programs and their impact, and makes observations on the relevance and adequacy of objectives. Recommendations are focused to reflect a departmental perspective and options for acting upon the recommendations are developed for the approval of the Management Advisory Board. Although these final reports are made only after extensive consultations with the line managers involved, the recommendations are made with a minimum of external guidance and frequently have major implications for programs in terms of resource allocations and directions.

Once the recommendations have been accepted by the Deputy Minister and the Assistant Deputy Ministers, the Director provides guidance to program managers in the implementation of action plans to address the recommendations, and reports on progress and any unresolved issues to the Management Advisory Board. As program evaluation makes significant contributions to decision-making on the future courses of programs, and could question the very existence of certain activities, the work of the incumbent has a broad influence on all program activities of the Department.

The key challenge in this position is to develop a legitimate, credible and useful evaluation program for the Department. Historically, the Department evaluation has been conducted at the Service level without corporate coordination and has been viewed with suspicion by managers. The Director must work with all groups of the Department to achieve an effective program evaluation partnership that clearly links the goals of program managers with those of the Department and Central Agencies.

The Director provides authoritative evaluation methodology assistance to other agencies with environmental concerns, for example, the Federal Environmental Assessment Review Office. FEARO is currently engaged in a review of the effectiveness of their program and the incumbent provides assistance in the development of FEARO's evaluation framework and tools. In addition, the Director assists Department managers in defining objectives, developing frameworks and selecting indicators for non-evaluation activities such as management studies and public opinion surveys.

The Director meets regularly with senior departmental managers to communicate evaluation priorities and plans, gather information, negotiate budgets, review results, and coordinate activities. Extensive contacts are also maintained with other government departments and the Officer of the Comptroller General, the Office of the Auditor General and relevant Parliamentary Committees to explain the review progress on evaluation activities, exchange information and keep current on methodologies and priorities.

Professional contacts are maintained with counterparts in provincial governments, foreign governments (e.g. General Accounting Office in Washington, D.C.), and professional organizations such as the Canadian Evaluation Society to stay abreast of developments within the incumbent's field of expertise.

The Director represents the Department on interdepartmental and national committees concerned with program evaluation.

DIMENSIONS (Constant Dollars)

Directorate

Staff	3 Person Years
Salary, Operating and Maintenance Budget	\$81,280

Department

Staff:	10,217 Person Years
Budget	\$193.8 Mil

SPECIFIC ACCOUNTABILITIES

- 1 Ensures the implementation of the departmental program evaluation plans including the Comprehensive Program Evaluation Schedule and the Regulatory Evaluation Plan.
- 2 Negotiates resourcing arrangements (human and financial) and approves the terms of reference for all evaluation assessments being conducted by or on behalf of the Department.
- 3 Attests to the quality of all departmental evaluation assessments, studies and reports.
- 4 Through contacts and an information network, follows up on the implementation actions resulting from decisions based on program evaluation studies.
- 5 Develops evaluation frameworks for new and existing programs in consultation with the program designers or responsible managers or comments upon the frameworks developed by others.
- 6 Manages the human, financial and physical resources of the Evaluation Branch to achieve results in a valid and fiscally prudent manner.

EVALUATION RATIONALE

Director, Program Evaluation

KNOW-HOW

- F Requires extensive specialized knowledge and experience in concepts, techniques, coordination and application of program evaluation; extensive knowledge of highly diversified and decentralized programs and policies/objectives; requires sound knowledge of OCG, TBS and Auditor General policies and procedural frameworks for program evaluation and of the department's operational and strategic plans.
- II Operational/conceptual coordination of the entire department's evaluation programs and cycles; and provides interpretation and applicability guidance regarding central agency policies, directives, etc. in relation to program evaluation and methodology and ensures consistent, efficient and effective evaluation of all programs on a cyclical basis.
- 3 Successful achievement of objectives requires the incumbent to deal effectively with senior managers at all levels and assist in the definition of program objectives and proposed impacts.
- 460 High number reflects the in-depth specialized knowledge of the program evaluation function and of all department activities.

PROBLEM-SOLVING/THINKING

- E Thinking guided/circumscribed only by policies and objectives in relation to the program evaluation function. Central agency guidance is stated only in broad terms and must then be translated into departmental context with regard to the nature and sensitivity of departmental programs. Precedents are always available but must be modified partially or completely in response to changing priorities, objectives and organizational structures and mandate.
- 4 Analytical thinking is required in a variety of situations on a broad spectrum of program evaluations; constructive thinking is required to develop suitable methodologies to assess program effectiveness and make authoritative recommendations suitable for both senior management and affected parties.
- (43) Lower percentage reflects guidance received from central agency sources in the application of constructive thinking to effectively evaluate program end results within changing priorities and structures.

ACCOUNTABILITY/DECISION MAKING

- E Reporting to the Director General, Planning and Evaluation, is accountable for the formulation and implementation of the departmental program evaluation function. Negotiates resourcing arrangements and approves terms of reference of all evaluation assessments and reviews results.
- 5C The position has a contributory impact on departmental programs. The proxy selected to represent these programs is a budget of \$194 Mil (Constant).
- 230 Low number reflects that the position is one of a number providing input to departmental decisions.

SUMMARY

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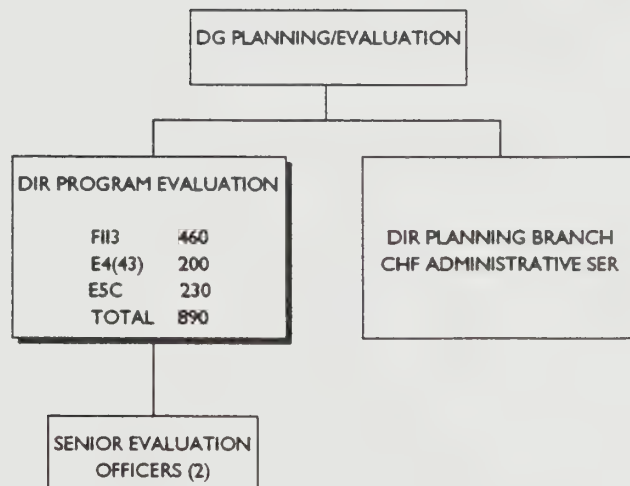
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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: E-4-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: F-7-A

POSITION TITLE: Director General, Internal Audit Bureau

GENERAL ACCOUNTABILITY

Is responsible for the systematic appraisal of the effectiveness and efficiency of operations and the financial auditing of external projects funded through contribution programs; for maintaining generally accepted audit standards, and making recommendations for improving decision making processes, planning and control techniques, and for follow-up on accepted recommendations.

ORGANIZATION STRUCTURE

This is one of twenty positions at the first level reporting to the Deputy Minister. The others are: Executive Directors, Immigration; Employment; Insurance; Systems and Procedures; Personnel; Finance and Administration; Director General, Public Affairs; ADM, Strategic Policy and Planning; Executive Secretary and 10 Regional Executive Directors/Directors General.

There are eight positions reporting to the DG Internal Audit, these are:

1. Special Advisor to the DG
2. Coordinator, EDP Audits
3. Director, Regional Audit
4. Director, National Audit Division I
5. Director, National Audit Division II
6. Director, National Audit Division III
7. Director, National Audit Division IV
8. Director, National Audit Division V

NATURE AND SCOPE

The departmental objective is to ensure the development and implementation of policies and programs necessary for the efficient functioning of the labour market, consistent with national, social and economic goals; to contribute to the economic, social, humanitarian and cultural interests of Canada, through the admission of immigrants and visitors, settlement of immigrants and provision of effective control of persons seeking to come into or remain in Canada.

Within this environment, the Director General maintains a continued awareness of materiality and risk in terms of public expenditures, use and security of resources, including information and quality of service. To achieve this involves extensive discussions with senior executives at Headquarters and in the ten regions, to identify management concerns and ensure full understanding of departmental objectives, including related management controls and

performance criteria, assessment of the implications of changing legislation, central agency and departmental policies and practices. The Director General is responsible for providing recommendations and advice on the independent, objective internal audits, to the Deputy Minister. It requires a direct, close working relationship with the Office of the Auditor General, on the coordination of audits pertaining to the Department, and a direct interface with the Office of the Comptroller General on new policy, standards and related matters, pertaining to internal audit.

The Director General performs other duties and special assignments as directed by the Deputy Head, in any area of the Department, providing that the continuing objectivity and independence of the internal audit function is not adversely affected. Failure to identify and report material problems in systems being relied upon by the Department, can result in serious embarrassment to the Minister and senior management.

DIMENSIONS (Constant Dollars)

Person-Years	
Department	24,000
Directorate	126
Directorate salary, operating and maintenance budget	\$2,448,979
Departmental Payroll	\$149 Mil
Department Program Expenditures	2.6 Bil

SPECIFIC ACCOUNTABILITIES

- 1 Assesses relative materiality and risk within the Department, in terms of public expenditures, security of resources, and quality of service.
- 2 Develops and implements an audit strategy, taking into account work done by the Auditor General and Central Agencies.
- 3 Obtains senior management commitment to take corrective action.
- 4 Provides objective, appropriate and sound advice, analysis and counsel to senior management, on matters related to internal audit.
- 5 Develops through recruitment and training, an experienced, multidisciplinary team, with strong internal audit and special studies skills, and the flexibility to meet the demands of the functions. Manages Bureau in a matrix mode.

EVALUATION RATIONALE

Director General, Internal Audit Bureau

KNOW-HOW

- G Specialized mastery of concepts, theories and techniques required in the fields of management, auditing and accounting; thorough knowledge of relevant government legislation and regulations, and central agency policies and practices relating to financial and materiel resources in the public service; thorough knowledge of all aspects of departmental operations which are widely diverse in nature.
- III Conceptual management of auditing services through development of operational standards for audit performance and selection; review of new audit strategies and techniques, and coordinating department-wide audits and standards.
- 3 Successful achievement of objectives requires obtaining senior management commitment to take corrective action on audit results; maintaining liaison with Auditor General, the Comptroller General and Central Agencies.
- 700 Middle number reflects the professional expertise required to direct a specialized program which may affect departmental operations and ultimately several sectors of Canadian society.

PROBLEM-SOLVING/THINKING

- F Thinking within broadly defined policies and objectives in the conduct of financial and operational audit services throughout the Department.
- 4 Evaluative thinking required to develop analytical and constructive approaches to audit problems in meeting departmental objectives and providing criticism and advice on the efficiency and effectiveness of the organization.
- (57) High percentage reflecting tendency to G in adapting service-wide directives and practices to the requirements of departmental programs.

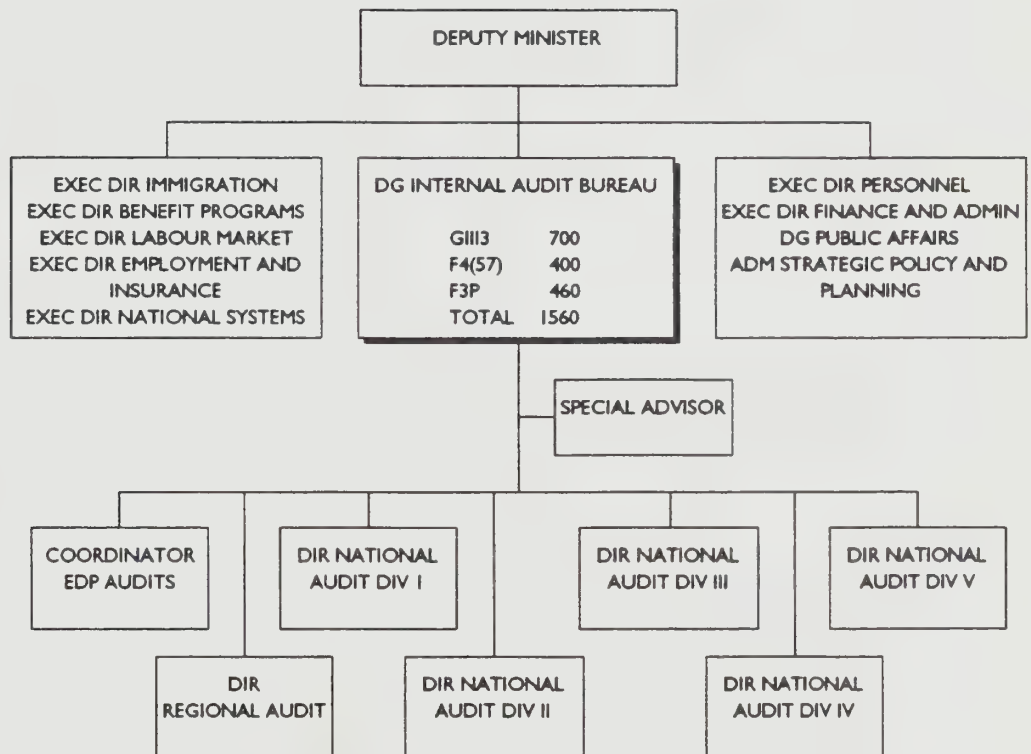
ACCOUNTABILITY/DECISION MAKING

- F Reporting to the Deputy Minister, acts within broad practices and procedures, on conduct of audit functions; acts under oriented direction from Audit Committee.
- 3P The position has a primary impact on Bureau activities. The proxy selected to represent these activities is an operating budget of \$2.4 Mil (Constant).
- 460 High number reflects the latitude within which the position operates and the potential impact of position on departmental operations and programs in verifying the financial management of these operations.

SUMMARY

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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: F-7-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: F-6-A

POSITION TITLE: Director General, Internal Audit

GENERAL ACCOUNTABILITY

Is accountable for the development and management of the internal audit programs for the Department.

ORGANIZATION STRUCTURE

This is one of eight positions at the first level reporting to the Deputy Minister. The other seven are the ADMs Supply Operations; Management and Operational Services; Regional Operations; Finance and Administration; Corporate Policy and Planning; DG Public Affairs; and the General Counsel.

For administrative matters, the DG Internal Audit reports to the ADM Corporate Policy and Planning.

Specific functions of the five positions reporting to the DG are:

Directors, Comprehensive Audit (Staff of 20) utilizing a pool of auditors, each of these four positions are responsible for the management of systematic, independent reviews of significant departmental organizations, activities or functions for the purpose of determining compliance with legislation, policies, objectives and regulations and for assessing the efficiency, economy and operational effectiveness of departmental programs, activities and internal management policies, practices and controls.

Administrative Assistant (Staff of 4) is responsible for the provision of administrative support services such as general research and coordination of financial, personnel, office services, accommodation and materiel management services as well as planning and maintenance of computerized administrative support to the audit and quality assurance functions.

NATURE AND SCOPE

The Department provides common government services in the fields of fiscal accounting, pay and payments, and the supply of goods and services.

The Director General, Internal Audit is responsible to the Deputy Minister for providing recommendations and advice on independent, objective internal evaluations of all supply and services programs. The responsibility of the Directorate includes the direct close working relationship with the Office of the Auditor General on the coordination of audits pertaining to the Department and a direct interface with the Office of the Comptroller General on new policy, standards and related matters pertaining to internal audit.

Within this context, the Director General must develop and deliver comprehensive and systematic programs of internal audit. This involves directing the internal audit activities, the provision of specialized technical advice to the Deputy Minister and Assistant Deputy Ministers on matters of priority and sensitivity to the Department and the development of policies and processes for these functions.

The great diversity of services provided by the Department along with technological and managerial complexity combine to produce a challenging audit environment. This challenge is increased given the fact that audit approaches and methodologies are in a state of rapid evolution. The Receiver General's responsibilities also add an unusual significance to the internal audit function within the Department and within government.

The incumbent, through consultation at senior management levels, must keep current with the Department's changing strategies, priorities and programs to ensure that the design of programs and policies and their delivery is plausibly linked to departmental objectives. As an ex-officio member of the Departmental Management Committee, the Director General participates in decisions on departmental objectives, plans, policies, projects and major issues. The direct reporting relationship to the Deputy Minister and the comprehensive nature of work to be performed by the Directorate provides a unique perspective on the Department and puts the Director General in an ideal situation to serve as an adviser to the Deputy Minister.

The scope of the comprehensive operational audit program includes the independent review and appraisal of management, operational, financial, functional and specialized personnel audits within departmental operations. Management and systems audits will be conducted in the field of personnel administration within the Department. EDP systems are audited to ensure organization, efficiency and compliance and adequate controls and audit trails are contained in all new systems.

The incumbent directs the audit program development and operations with emphasis on the development of the long range/current year audit plans. The Director General must ensure all requirements such as audit performance, personnel and staff training and development adequately reflect and meet the standards of the OCG. The Director General is also principally responsible for the development of administrative procedures for effective control and management of resources (including consultants) and audit activities.

There is a need to establish the internal audit function's credibility to meet its requirements under Increased Ministerial Accountability and Authority. Therefore, the Director General must ensure that the role and benefit of internal audit is made apparent to all senior personnel at Headquarters and in the Regions as well as to Central Agencies.

It is essential that only appropriate and significant issues are raised through this review function. The Director General ensures that adequate procedures relating to documentation, evidence and the challenge review process exist to ensure that findings are of the highest quality.

The Director General provides leadership and direction to the internal audit groups to ensure that reliable and effective results are achieved. The position acts as the final sign-off on all recommendations and reports to ensure that a high quality and proper balance of reporting to DMC is maintained and ensures that appropriate and responsive follow-up action is taken by management on recommendations which have been accepted.

The special studies function requires sensitivity, tact and the ability to exercise creativity due to the unique nature of each study. The Director General works closely with the Directors, Comprehensive Audit to formulate the terms of reference for each project and to determine the scope, depth of coverage, review strategy, methodology and analytical techniques required to address a particular issue.

Audit report recommendations have a significant impact on the current management practices and policies and the establishment of conformance with government and departmental policy, regulations, etc. Recommendations also affect the development and implementation of future administrative policies, procedures and practices.

The incumbent also directs the recommendations made on draft policy matters submitted to the Directorate for opinion. The Director General requires a sensitive understanding of executive and management needs within the Department to determine what changes should be made to policies and the consideration of implications of those changes on the management and operations of the Department.

The Director General must also maintain excellent levels of communications with senior management of the OCG by participating in policy committees and discussing matters of mutual concern such as legislation, policy and standards pertinent to the conduct of audits. Continuing liaison is carried out by the incumbent at various levels of TBS, Office of the Auditor General and PSC to exchange information regarding audit activities and to direct the coordination of audit activities within the Department.

DIMENSIONS (Constant Dollars)

Person-Years	26
Audit agents on contract	13
Total	39
Salary, operating and maintenance budget	\$625,000
Department - Staff/Years	9,600
- Annual Budget	\$ 150 Mil
Services provided by the Department to Client Department and Agencies	
- Value of Annual Contracts	\$ 1.5 Bil
- Supply Revolving Fund	\$51 Mil
Defence Production Revolving Fund	\$25.5 Mil

SPECIFIC ACCOUNTABILITIES

- 1 Provides objective, appropriate and sound information analysis, advice and counsel on departmental matters relating to internal audit, and special studies to senior management.
- 2 Recommends and negotiates action plans with senior management on internal audit, and special studies that are supportive of departmental priorities and concerns, and reports on actions taken on accepted recommendations to ensure appropriate and timely implementation.
- 3 Develops and maintains short and long range plans that provide the appropriate level of coverage for a balanced and effective use of departmental resources.
- 4 Directs the activities of the internal audit program through the development of short and long term plans, and the establishment of policy, methodologies, controls and standards acceptable to senior management and central agency requirements.

EVALUATION RATIONALE

Director General, Internal Audit

KNOW-HOW

- F Extensive knowledge of the mandate, objectives and operations of the Department in a revenue dependent context and the theories and principles of management, financial, EDP and comprehensive audits to advise senior management on the efficiency and effectiveness of the Department in accordance with current business practices.
- III Conceptual coordination of activities is required in directing a staff engaged in special and operational audits. Operational management in providing audit services resulting in minor and major changes to the organization's operations.
- 3 Successful achievement of objectives requires dealing with officers of organization units to be audited, reporting findings and suggesting corrective action when necessary.
- 608 High number reflects a tendency to G in the depth of specialized knowledge required to manage the review of departmental operations and programs having some impact on some sectors of the Canadian economy.

PROBLEM-SOLVING/THINKING

- F Thinking within broad policies and objectives in formulating recommendations to the Deputy Minister to improve the performance of the Department.
- 4 Analytic and constructive thinking is required in proposing remedial actions to address problems identified in audits.
- (57) Higher percentage reflects the critical requirement to translate service-wide guidance for audit policies into departmental practices in accordance with the best private-sector business practice.

ACCOUNTABILITY/DECISION MAKING

- F Reporting to the Deputy Minister, is subject to broad functional goals in the provision of systematic, independent and comprehensive audits of all departmental operations.
- 5C The position has a contributory impact on management of department operations. The proxy selected to represent these operations are annual departmental operating costs of \$150 Mil (Constant).
- 400 Middle number reflects the latitude inherent in the position to make recommendations towards improvements in departmental operations and the size of the budget.

SUMMARY

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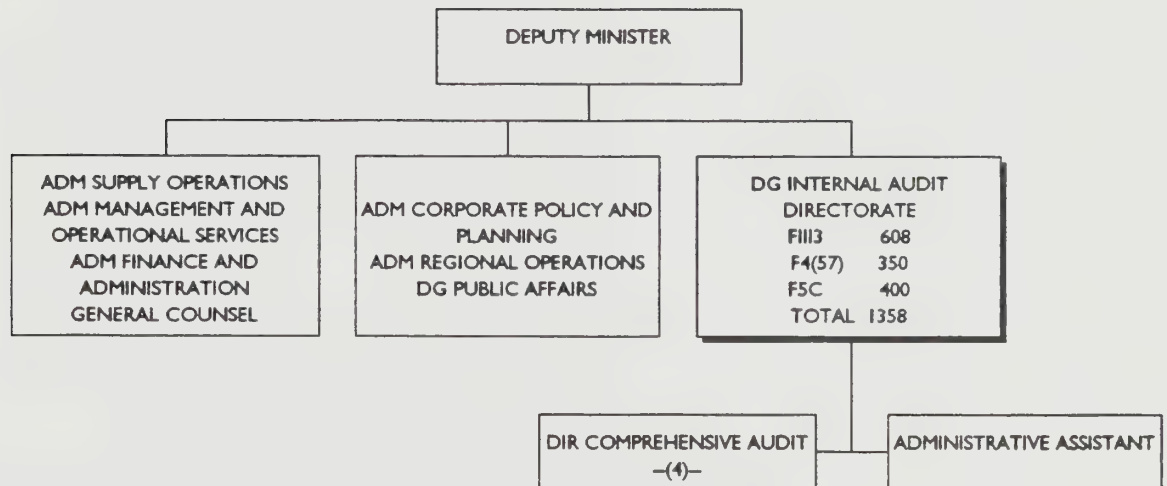
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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: F-6-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: F-5-A

POSITION TITLE: Director, Internal Audit

GENERAL ACCOUNTABILITY

Is accountable for the development and management of the comprehensive internal audit program of all operations and activities of the Department to provide the Deputy Minister and other senior management with an independent assessment and recommendations on the efficiency, economy and effectiveness of management policies, practices and controls in order to improve program performance and attain government and departmental objectives in the face of scarcity of resources.

ORGANIZATION STRUCTURE

This is one of six positions at the first level reporting directly to the Deputy Minister. The others are: the ADMs Research and Technology; Spectrum and Orbit Policy; Corporate Policy; Finance, Personnel and Administration; and Director, Program Evaluation.

The position reports through the ADM Corporate Policy on matters of administration.

Reporting to the Director, Internal Audit are five permanent positions organized according to the matrix management principle: two Project Leaders, two Senior Auditors, and one Administrative Assistant.

NATURE AND SCOPE

This position is solely accountable for the development and management of the comprehensive internal audit program for the entire Department which has technically complex and diverse sectors: Research and Technology, Spectrum and Orbit Policy, Finance, Personnel and Administration, Corporate Policy and Cultural Affairs.

The Director develops audit policy and identifies audit needs through an awareness of material and risk, opportunities for improvement and senior management concerns and submits a five year plan of audits and an annual schedule to the departmental audit committee chaired by the Deputy Minister for approval. Twice per year, or more often if necessary, the Director presents major audit findings and recommendations which have a strategic impact on the decision-making and the operations of the Department to the Audit Committee, which is responsible for seeing that corrective action is taken. The Director also manages the preparation of and presents an annual report to the Deputy Minister on extent of audit coverage, on major audit findings and conclusions and on the adequacy of corrective action in response to audit recommendations.

The Director advises the Deputy Minister on policy changes, organizational and operational alternatives and provides assessments and advice when the nature of the findings, observations and recommendations relative to any of the operations are of a controversial, political or personal nature. In particular, the Director advises the Deputy Minister of any misappropriation, waste of resources, mismanagement, or contravention to the legislated mandate of the Department and central agency policies and directives.

The Director manages the comprehensive audit program through direction and control of the Branch planning process. The Director reviews the time/cost and quality aspects of all individual projects in terms of factuality, depth of analysis and constructive approach, and participates in the communication of audit findings and recommendations to senior management. The Director negotiates and approves contracts with outside audit agents for the provision of specialized internal audit services and for the use of seconded professionals within the Department. The Director approves all internal requisitions for audit services in the Department to ensure the propriety of the auditors, the adequacy of the work requirement and the reasonableness of remuneration. Subsequently, the Director assesses audit reports for contract performance.

Apart from the structured audit context, the Director provides advice and guidance to departmental managers on a variety of administrative, operational and management issues, for example, on the auditability of proposed legislation, on rate setting policy and procedures and on collection and control of revenues.

The Director must have a thorough knowledge of management principles, processes, practices, and control structures applicable to all departmental operations. In addition, auditing in this environment demands a high degree of interpretive skills and a broad knowledge of the programs delivered by the Department, related grants and their relationship to programs delivered by other federal and provincial departments, and to international activities. Also, a broad knowledge is required of agreements entered into, of pertinent program and administrative-type legislation and departmental and central agency policies.

An added dimension is the new multi-disciplinary demands of comprehensive auditing. In order to motivate senior managers and obtain their commitment to change, it is critical that a high degree of understanding, trust and credibility exist between the Director and senior management. This is a particularly challenging and sensitive task given the critical nature of auditing which is to identify weaknesses, to bring about corrective action versus the need to establish an effective, constructive, collegial management environment.

According to the Internal Audit Standards developed by the Comptroller General, the Director is free, within the parameters of professional ethics, to determine the best audit approaches, methodologies and techniques to be applied in fulfilling responsibilities.

In formulating constructive and objective recommendations to senior managers, the Director applies analytical, interpretive and evaluative thinking which is guided only by the legislative mandate of the Department. Judgement and experience are required in assessing the significance of audit issues for reporting to senior management.

The Director maintains a broad range of interdepartmental contacts with particular emphasis on the Central Agencies. The Director participates on an on-going basis as a member of the Interdepartmental Committee on Internal Audit chaired by the Assistant Comptroller General in the development of government policy and standards for internal audit and contributes to

the understanding, acceptance and improvement of internal auditing in the government by sharing audit methodologies with other departments.

Since the demands and actions of the Office of the Auditor General, the Comptroller General, the Treasury Board Secretariat, the Public Service Commission and the Commissioner of Official Languages, are not always coordinated with each other nor with the departmental operations, the Director must maintain close liaison with respect to audit issues to strike an appropriate balance which will satisfy these organizations while serving the prime objective of meeting departmental needs.

DIMENSIONS (Constant Dollars)

	Person Years	Salary O&M Budget
Under Direct Control	5	\$188,172
Departmental Total Program	2,397	\$95 Mil
Associated Government Corporations (9)	18,325	\$403 Mil

SPECIFIC ACCOUNTABILITIES

- 1 Establishes a comprehensive internal audit program for the approval of the Deputy Minister and provides for the economical, efficient and effective execution of audit projects to provide maximum benefit to the Department.
- 2 Develops and implements audit policies, standards and methodology and applies the latest developments in the fields of auditing and all other areas of management.
- 3 Assists the Deputy Minister and senior managers in effecting improvements in departmental operations, as part of the management team, by providing independent assessments and recommendations on the efficiency, economy and effectiveness of management policies, practices, controls and computerized systems.
- 4 Develops an understanding and acceptance by managers of a positive auditing philosophy to facilitate auditing in an open and constructive atmosphere.
- 5 Provides liaison with and coordinates activities of groups with a service-wide right of audit (i.e. the Auditor General, the Treasury Board Secretariat, the Comptroller General, the Public Service Commission, the Commissioner of Official Languages) in their conduct of audits in the Department in order to avoid duplication and minimize demands on the time of departmental managers.
- 6 Consults with the Deputy Minister, members of the Audit Committee and other senior managers on observations and recommendations by the Auditor General or other agencies and coordinates departmental responses to ensure they are positive in nature and comply with overall departmental objectives and policies.

- 7 Provides advice and assistance to departmental managers who enter into agreements or contracts for the services of outside audit groups pertaining to audit services to ensure propriety of auditors selected, adequacy of work requirement and reasonableness of remuneration.

EVALUATION RATIONALE

Director, Internal Audit

KNOW-HOW

- F Extensive knowledge of departmental programs, organization and goals, program evaluation techniques and practices, and central agency policies and goals in the field of internal audit.
- III Operational and conceptual co-ordination of the Internal Audit function for the Department.
- 3 Successful achievement of objectives requires obtaining the co-operation of senior departmental management in implementing internal audit recommendations.
- 528 Middle number reflects the specialized knowledge required to manage the audit function in a department of this size and complexity of programs.

PROBLEM-SOLVING/THINKING

- F Thinking within broad policies and goals of Central Agencies in the implementation of professional activities. Direction is available from senior management in terms of broad objectives.
- 4 Constructive and evaluative thinking required to develop appropriate auditing techniques suitable for reviewing unique departmental programs.
- (57) Higher percentage reflects the requirement to adapt Central Agency policies to develop a number of audit programs.

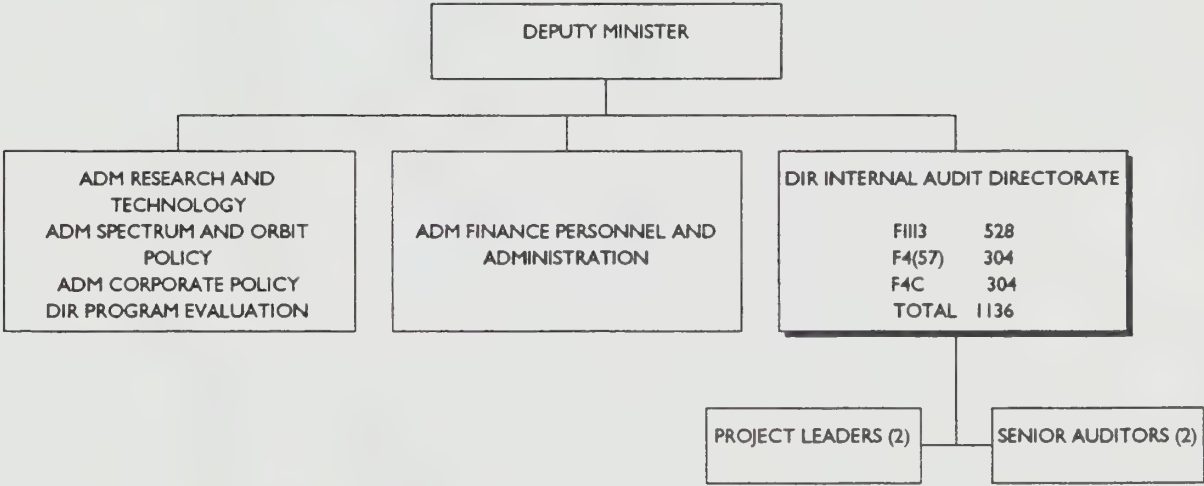
ACCOUNTABILITY/DECISION MAKING

- F Acts within functional policies and goals established by Central Agencies in the field of Internal Audit, (reporting to the Deputy Minister) and in response to priorities and concerns of most senior management.
- 4C The position has a contributory impact on departmental operations. The proxy selected to represent these operations is an operating budget of \$95 Mil (Constant).
- 304 Middle number reflects a minimum degree of direct supervision available from senior management, and size of departmental operating budget.

SUMMARY

FIII3	528	F4(57)	304	F4C	304	1136	0
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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: F-5-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: F-4-A

POSITION TITLE: Director, Internal Audit

GENERAL ACCOUNTABILITY

Is responsible for the departmental framework and plan within which internal audits take place in order to provide an assessment of the efficiency, economy and effectiveness of management practices and controls and the extent to which department expenditures and revenues are prudent and reflect value for money.

ORGANIZATION STRUCTURE

This is one of seven positions at the second level reporting to the Director General, Finance and Administration. This position reports functionally to the Deputy Minister. The others are Team Leader, Economic; Planning and Control Officer; Director, Financial Branch; Director, Administrative Services; Director, Library; and Director, Information Systems.

Reporting to the Director, Internal Audit are five professional auditors working in a matrix organization. The senior comprehensive auditors are responsible for the direction of specific audits and review of projects.

NATURE AND SCOPE

The Department is responsible for fostering an effective, efficient and workable market system. It is the only department responsible for overseeing the operations of the marketplace as a whole.

These areas are further subdivided into auditable entities for audit and review over a 5-7 year period of time.

The scope of audit and review is comprehensive and extends into all important aspects of the Department's operations. The internal audit program is designed to assess:

- the integrity of financial and other information;
- the adequacy of controls over public property, revenues, and expenditures;
- the degree of compliance with objectives, policies, plans, procedures, laws and regulations; and
- the extent to which there is management with due regard for economy, efficiency and effectiveness.

Audit approaches and methodologies are very wide and comprehensive and embody professional skills in the fields of program management, personnel management, financial management, management consulting, administrative management, information systems, computer systems, statistical analyses, and management engineering. Comprehensive audit is a relatively new field requiring the adaptation of developed audit and review methodologies to provide an assessment of the extent to which adequate systems are in place to measure effectiveness.

The Branch is a highly specialized analytical branch which provides advice to the Deputy Minister. The incumbent is responsible for planning comprehensive audit and review activities through the preparation of a fully coordinated and costed audit plan approved by the Executive Committee and the Deputy Minister. To formulate and obtain approval of the current policy and plans, close consultation within the Department is required. The Director is responsible for setting standards of quality, for the overall identification, formulation and establishment of audit approaches, and for monitoring closely the progress and cost of audit activities to ensure the plan is completed on schedule and that results are of high quality.

The Director develops the internal audit function as part of the Department's management process and must be in a position to assure the Deputy Minister that the Department is running properly and that outstanding problems are being attended to. A high degree of confidence must be developed between the incumbent and senior management.

In order to fulfil this mandate the Director must ensure that audit work is of sufficient quality and thoroughness to ensure a high probability of finding serious problems. The incumbent must correlate and synthesize audit and review findings to identify significant issues, and advise the Deputy Minister that information being presented as inputs to departmental decision making processes is correct, complete and timely; that management controls in the organization are adequate and are being followed; that the requirements of Central Agencies and statute law are being met.

At the same time, the Director must be able to provide assurance that existing or new management systems and controls are not inadvertently counter-productive. For example, a proposed revenue accounting system may provide increased control over receipt of revenue while at the same time increasing revenue collection costs significantly, thereby producing a negative net impact on revenue produced. The incumbent must document the cost/benefit aspects and present the results to senior management for decision.

The Director is the principal contact for the Department with the Office of the Auditor General, the Office of the Comptroller General and the Treasury Board Secretariat on matters of audit and control. He/she must ensure that valid criticisms by external auditors are promptly corrected and that invalid criticisms are refuted.

The Director is responsible for advising senior management on the adequacy of internal control provided by proposed manual and automated systems and on the auditability of proposed legislative regulatory changes, major agreements and contracts. The Department produces annual revenues of approximately \$15 Mil (Constant) making this responsibility significant. Because of the broad scope of the consumer protection role, the Department is required to assume new responsibilities to resolve serious problems related to health and safety. For example, the Urea Formaldehyde Foam Insulation (UFFI) problems resulted in a decision to provide contributions to individual home owners amounting to more than \$30 million over a two-year period.

The incumbent provides certification that the departmental plan related results and control measures, as reflected in the new form of the estimates, are accurate and that due care has been exercised in expenditure and revenue accounting. This requires substantive analysis of the Department's operational plan framework to ensure the adequacy of its components and that a linkage exists between plans and results.

DIMENSIONS (Constant Dollars)

Person-Years:

Department	2,265
Branch	7

Salary, Operating and Maintenance Budget:
(including salaries)

Department	\$32,496,277
Branch	\$ 123,076

Departmental revenue	\$14,491,315
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SPECIFIC ACCOUNTABILITIES

- 1 Develops and implements long-term audit and review plans.
- 2 Plans, manages, and controls comprehensive audits of all aspects of the Department's operation and ensures the professional integrity and quality of audits and the development and monitoring of relevant audit and review techniques.
- 3 Assesses and reports on the adequacy of strategic and operational management information for decision making; systems to control assets and revenue to ensure economy and efficiency and to ensure compliance with policy procedures; systems to control personnel; operational economy, efficiency and effectiveness.
- 4 Monitors and follows-up on audit and review recommendations, detects and investigates suspected fraudulent and irregular activities, and reports outstanding and unresolved issues.
- 5 Assesses overall audit and review findings and recommendations, prepares regular reports on the efficiency, economy and effectiveness of management practices and controls and presents these reports to senior management.
- 6 Advises senior management on the adequacy of internal control provided by purposed manual and automated systems and on the auditability of proposed legislative regulatory changes, major agreements and contracts.
- 7 Assesses the departmental plan framework and certifies that the Department plan, related results and control measures, as reflected in the new form of the Estimates, are accurate.
- 8 Manages the resources of the Branch efficiently and effectively.

EVALUATION RATIONALE

Director, Internal Audit

KNOW-HOW

- F Extensive knowledge of management audit practices and techniques, knowledge of automated systems, statistical analysis and management consulting, with emphasis on financial management and requirement for professional qualifications in that field; thorough knowledge of Department's programs.
- II Operational co-ordination of activities required to evaluate internal management policies, practices and controls.
- 3 Successful achievement of objectives requires the incumbent to advise senior departmental management, promote new management systems and controls, and demonstrate cost-effectiveness of changes.
- 460 Highest number reflects near G in depth of knowledge required.

PROBLEM-SOLVING/THINKING

- E Thinking is within policies and objectives of Central Agencies and the Department. Direction is available from the Director General and from Central Agencies.
- 4 Analytical and evaluative thinking is required to direct comprehensive audit covering all aspects of management with a view to achieving economy, efficiency, and effectiveness.
- (50) Higher percentage reflects the availability of guidance in developing audit programs as well as the number and variety of audits conducted for the Department.

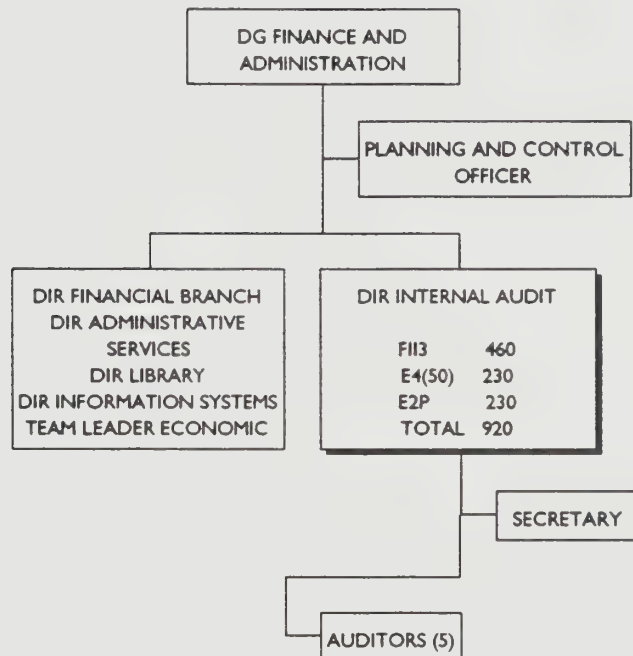
ACCOUNTABILITY/DECISION MAKING

- E Reporting functionally to the Deputy Minister, acts within well-defined objectives and policy in planning and managing the internal audit function.
- 2P The position has a primary impact on audit activities. The proxy selected to represent these activities is an operating budget of \$123,076 (Constant).
- 230 Highest number reflects the functional reporting relationship and recognizes that the position has a noticeable effect on all departmental programs.

SUMMARY

FII3 460	E4(50) 230	E2P 230	920	0
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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: F-4-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: F4-B

POSITION TITLE: Director, Sector Operations Audit

GENERAL ACCOUNTABILITY

Is accountable for the planning, management and professional conduct of the audit program specific to the operations sector.

ORGANIZATION STRUCTURE

This is one of 3 positions at the second level reporting to the Director General, Internal Audit. The other two positions are Director, Services Audit; and Director, Corporate Audit.

There are no positions reporting to the Director, Sector Operations Audit. Project resources are assigned to audit projects in accordance with the approved audit plan. The staff and/or contracted resources under the project direction of the Director, Sector Operations Audit are business specialists with concentration in one or more business disciplines.

NATURE AND SCOPE

The Director General, Internal Audit is responsible to the Deputy Minister for the development and implementation of a management-oriented, integrated, comprehensive audit program linked to the strategic directions, operational programs, plans and priorities of the Department.

The audit program is required to provide assistance in the definition and understanding of the departmental accountability structure, to present current issues and concerns impacting on management accountability and to provide an independent assessment of the efficiency and effectiveness in fulfilling that accountability. The program is corporate in nature with a sector focus and is based on consultation with senior departmental management. The program addresses the broad spectrum of departmental operations, systems, procedures, delegation instruments and practices.

The Internal Audit Committee is the advisory and approval forum of the audit program. The Committee advises the Deputy Minister and the Internal Audit Directorate on audit matters related to the concerns and activities of the Department, the Auditor General, Central Agencies and other departments. The Committee approves the audit program and schedule, reviews all audit results, advises on actions to be taken and monitors the resultant implementation of corrective action.

The Sector Committees for Audit Programming and Findings Review approve the audit scope and the business lines or functions that are to be addressed. The Sector Committees review audit findings and ensure the relevancy, pertinence, and the practicality of audit recommendations and management action plans.

The Regional Audit Committee specifies audit concerns and priorities with respect to program delivery; defines the regional audit perspective; assists in the development of audit scope and schedules; and ensures that regional requirements are taken into consideration during the development of the audit program.

The Sector is accountable for the economical acquisition and/or provision of goods and services to meet the needs of government departments and agencies including the disposal of Crown owned material. The following services are provided to customer departments and agencies: purchasing, printing, publishing, advertising management, industrial security, equipment maintenance and repair, warehousing, distribution, and disposal of surplus government material.

It is in this environment that the Director, Sector Operations Audit is expected to analyze, evaluate and document Sector audit requirements; develop audit plans and schedules; define audit objectives and control points; indicate the relative value and import of the audit entity; resource and manage approved audit projects, and produce audit results consistent with the annual audit and the departmental audit program.

The Director establishes and applies selection criteria to identify a viable audit program for the sector, ensuring the balanced and effective use of audit resources while meeting the level of coverage and priorities required by senior management, government regulations, and audit principles.

The Director is responsible for the professional conduct of audit projects and the direction of project resources (time, people, and funding). The scope of audit activities is defined in concert with the sector committee consistent with audit policy. The incumbent determines the skill and resource requirements for each audit; resources the project(s) with staff and/or contracted expertise; identifies performance expectations and measures the results of the work of the project staff. He/she is responsible for the audit review, evaluation and testing activities and the quality and appropriateness of the audit findings and recommendations.

The Director is required to assist, respond and report to the sector audit committee; provide client/sector focus to the Internal Audit Committee; produce audit findings, recommendations and reports consistent with defined scope, context and criteria; develop corrective action plans through negotiation with affected Directors General; and monitor and report on corrective action plans.

DIMENSIONS (Constant Dollars)

Audit project resources	6 person-years
Salary, operating and maintenance budget	\$102,080
Sector:	
Person-Years	2800
Expenditures	\$110 Mil
Number of contracts issued	355,000
Total contract value	\$1.5 Bil

SPECIFIC ACCOUNTABILITIES

- 1 Plans, manages and administers the audit program specific to the operations sector.
- 2 Conducts the audit function in a professional manner so as to ensure the efficient and effective application of universally accepted audit principles and practices to ensure timely audit results of high quality.
- 3 Reports on and monitors audit initiatives, findings and recommendations.
- 4 Contributes to the departmental audit program through the representation of the Sector's audit needs and priorities.

EVALUATION RATIONALE

Director, Sector Operations Audit

KNOW-HOW

- F Extensive knowledge of audit concepts, practices and techniques, sufficient to lead the comprehensive audit program for the Operations Sector.
- II Coordination of all audit activities for a complex component of a diverse department.
- 3 Successful achievement of objectives requires dealing with senior management, as well as motivating a small staff, and orchestrating many projects with contract services.
- 460 High number reflects a degree of professional and managerial expertise consistent with a review function of all sector operations.

PROBLEM-SOLVING/THINKING

- E Problems faced are clearly defined but require custom-tailoring to the sector served.
- 4 Evaluative thinking is required in the analysis of audit needs versus program capabilities.
- (43) Lower percentage reflects the availability of guidance from supervisor and committees.

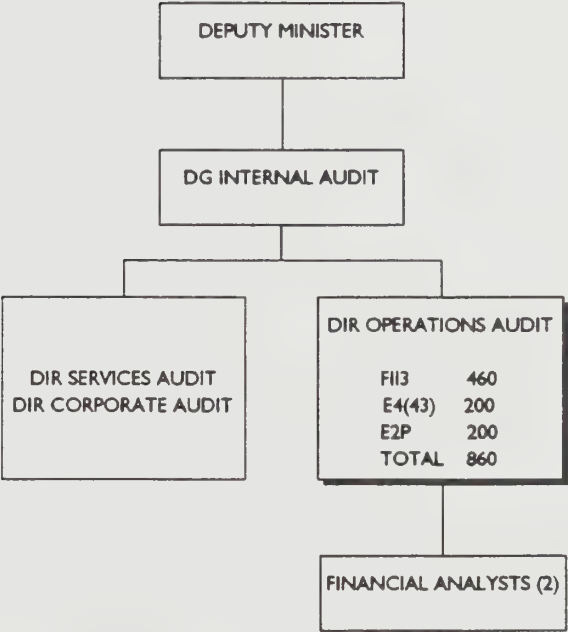
ACCOUNTABILITY/DECISION MAKING

- E Subject to managerial direction from DG Internal Audit and functional direction from the Committees in assuming responsibility for the comprehensive audit of the sector.
- 2P The position has a primary impact on audit activities. The proxy selected to represent these activities is an operating budget of \$102,080 (Constant).
- 200 Middle number indicates that some latitude is available in determining the operation of audits for the sector.

SUMMARY

FII3	460	E4(43)	200	E2P	200	860	0
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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER F-4-B



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: G-10-A

POSITION TITLE: Assistant Deputy Minister, Policy and Systems

GENERAL ACCOUNTABILITY

Is accountable for the formulation and assessment of national policies and systems to support the processing and verification of returns, collections and accounting; for revenue and enforcement activities to ensure compliance with the law; the devising, coordinating and implementing of multiple public reporting forms and related guides for the use of tax filers; the design and operation of a public enquiries program; the design and operation of computer and manual processing systems; and the necessary communication and accounting to the public and within government required by legislation.

ORGANIZATION STRUCTURE

This is one of ten positions at the first level reporting to the Deputy Minister. The other nine are: Assistant Deputy Ministers, Legislative and Intergovernmental Affairs; Communications and Corporate Development; Management Services; Regional Operations, Atlantic; Regional Operations, Quebec; Regional Operations, Central; Regional Operations, Ontario; Regional Operations, Western; and the Director General, Appeals.

Specific functions of the five positions reporting to the Assistant Deputy Minister, Policy and Systems are:

Director General, Assessing and Enquiries (Staff of 109) directs the development and implementation of national policies, priorities, procedures, objectives and programs governing the filing and assessing of all individual, corporate, trust and special elections returns; filing and reporting requirements; functional specifications for several major computer programs; provision of public assistance and information to tax filers; and enforcement programs to identify and prosecute late and non-filers.

Director General, Collections and Accounting (Staff of 100) directs the development and implementation of national policies, priorities, procedures, objectives and programs governing: the receipt, cashiering and accounting for federal and provincial income tax, Canada Pension Plan contributions and Unemployment Insurance premiums; collection of tax arrears; non-resident tax enforcement; functional specifications for several major computer programs; accounting for all revenues; provision of related comprehensive statistical analysis to these and other government agencies, and compliance programs related to collections activities.

Director General, Audit Program (Staff of 90) directs the development and implementation of national policies, priorities, procedures, objectives and programs governing: the audit of income tax returns of mainly self-employed persons, trusts and corporations; the evaluation of business enquiries and appraisal of properties; the examination of tax avoidance schemes designed to shelter income; liaison with foreign taxing jurisdictions in joint audit programs and exchanges of information under treaties with foreign governments; develops both computer-based and manual audit techniques; devises measures to detect non-compliance with Acts, and develops programs for counter-action.

Director General, Compliance Research and Investigations (Staff of 51) directs the development and implementation of national policies, priorities, procedures, objectives and programs for special investigation activities including: the detection, investigation and criminal prosecution of violations of the Income Tax Act, Canada Pension Plan, Provincial Income Tax Acts and other related statutes; the conduct of simultaneous criminal investigations with both the provision of advice to the Department of Justice and District Offices on the selection, development and prosecution of individual cases or projects; approves all search warrants; conducts research related to the growing underground economy, in terms of measuring compliance; and trains special investigations district field staff on the enforcement provisions of administered statutes.

Director General, Systems (Staff of 640) is responsible for the planning, research, acquisition, readiness-testing, training, operation and maintenance of fully integrated computer systems; ensuring that each system has the capability of computing tax, interest, penalties, payments, amounts due, and issuing of assessments; research, formulation and maintenance of all manual systems; and conducting research into new, state of the art computer technology and equipment.

NATURE AND SCOPE

The Department has 32 Taxation District Offices and seven Taxation Centres. The Taxation Centres are primarily service-oriented, and are involved in the receiving, processing, accounting, record-keeping, storage and retrieval of returns in the regions.

In this environment, the ADM Policy and Systems is responsible for the formulation of policies, objectives and goals for all of these programs; the subsequent assessment of programs; the determination of priorities; integrating and coordinating the planning and organization of resources; approving research and studies; and fostering innovations. These policies and practices result in the provision of advice and assistance to tax filers, the imposition and collection of taxes, the search and seizure of books and records, the seizure of assets, and the criminal prosecution of delinquent and/or fraudulent taxpayers through the courts. The ADM responds to committees of Parliament, provincial governments and other departments affected, principally Finance, Justice, Employment and Immigration Canada and Health and Welfare Canada. Decisions on and the resolution of problem cases, where the intent or application of the law is unclear, comprise a key component of the responsibilities.

To achieve and enhance economies of scale in volume processing in the seven Taxation Centres, the ADM directs the introduction and operation of technological innovations, including management information systems and fraudulent filer identification computer programs. This workload includes: cash processing; assessing; post-assessing and matching; demanding returns from late and non-filers; in-office collection action; providing individual

accounting for instalments and payments; issuing assessment notices, demands for filing, collection notices; and distributing personalized returns to the public. Similar programs, for assessing, filing, collecting and enforcing of corporations and employer source deductions, are also conducted in the Taxation Centres.

The ADM provides policy direction to District Offices. This is the main point of face-to-face contact between the Department and taxpayers and has two principal objectives: the provision of public information, advice and forms before and after assessment to permit and facilitate voluntary compliance; and the enforcement of the reporting and paying requirements of the Income Tax Act, within the bounds of government intent and a substantial volume of legal jurisprudence. They also enforce provisions in other statutes such as the determination of insurable income.

The ADM directs research into the economic patterns and particular trade practices of industries, principally for multinationals, to investigate and to obtain valid evidence on tax avoidance planning. Experts are consulted and retained, international exchanges of information and joint audits are conducted with foreign taxing jurisdictions to resolve cases having major financial implications for revenue, such as transfer prices of pharmaceuticals and the domiciling of profits of financial institutions. Research and innovations in electronic data processing have provided a computer-based method of selecting files with superior tax potential and a statistical sampling capability is available on-line in the District Offices.

Numerous proposals for changes to the taxation system emanate from the Minister of Finance and other government departments. The incumbent must react swiftly and propose modifications to these changes to permit their implementation and delivery. New enactments thus require changes to forms, public information, computer systems, audit planning, and workload processes.

The ADM and staff evaluate the efficiency and effectiveness of programs and policies and seek corrective action through the Deputy Minister, from regional ADM's, and regularly participates with the DM and senior managers in the review of internal audits of the field operations. There is also a requirement to brief the Minister on complex and sensitive issues, and prepare the rationale of, and explanations to new initiatives and/or resource requirements that will be submitted to the Treasury Board.

The ADM is a member of various committees, including the Minister's Advisory Council on Tax Administration and the Deputy Minister's Program Review Committee.

DIMENSIONS (Constant Dollars)

Person-Years:

Department	20,636
Subordinate	995

Salary, operating and maintenance budget 19.9 Mil

Gross Tax Revenues \$19 Bil

SPECIFIC ACCOUNTABILITIES

- 1 Develops and implements programs related to service to the public, verification and legal validity of assessments, and enforcement.
- 2 Ensures the security of revenue, the provision of internal checks and the provision of safeguards against public fraud.
- 3 Exercises the two-way exchange of information provided under treaty with foreign countries; with professional associations, tax advisory bodies, international taxation associations, inter-governmental taxation associations, trade and industry groups.
- 4 Determines the policy and the application of the law in special cases, usually having substantial long-term revenue implications where the intent or effect of the law is unclear.
- 5 Provides advice to and explanations of the impact on the public of the present law, and on new proposals to other departments, the DM, Ministers, committees, Members of Parliament, the press and the public.
- 6 Acts for the Deputy Minister in his/her absence, or as delegated.

EVALUATION RATIONALE

ADM, Policy and Systems

KNOW-HOW

- G Mastery of both computer and manual systems design, principles and application in all aspects of processing and verification of tax returns, and in the collection and accounting for the resulting revenue; extensive experience in administering federal and provincial Income Tax Acts, their relation to Unemployment Insurance and Canada Pension Plan programs for which collection are made, and their international implications.
- IV Coordinates a strategic function which has significance for the planning and operational effectiveness of the entire department; requires a conceptual understanding of the management implications of policy and systems in its effect on the whole department.
- 3 Successful achievement of objectives requires motivating and managing a staff of 995 at Head Office and functionally directing 14,364 person-years in the field.
- 1056 High number reflects degree of expertise required to reconcile legislative requirements with support system capabilities to meet departmental operational requirements. Information systems are an integral part of operations.

PROBLEM-SOLVING/THINKING

- G Operates under the general guidance of the Deputy Minister to provide leadership in developing policies and systems affecting key operational programs to meet the department's objectives.
- 4 Analytical and evaluative thinking is required in developing programs, policies and systems to make the most efficient and effective use of resources.
- (66) Higher percentage reflects thinking required to develop novel solutions to situations which are for the most part non-recurring.

ACCOUNTABILITY/DECISION MAKING

- G Reports to the Deputy Minister who provides only general guidance. Accountable for the development, implementation, coordination and control of major operational programs, including: assessing and enquiries, collections and accounting, audit, special investigations, and matters dealing with tax avoidance and tax applications.
- 4P The position has primary responsibility for Branch operations. The proxy selected to represent these operations is an annual O&M budget of \$19.9 Mil (Constant).
- 800 Middle number reflects the impact of the position on all departmental operations in directing a support function which is integral to departmental operations.

SUMMARY

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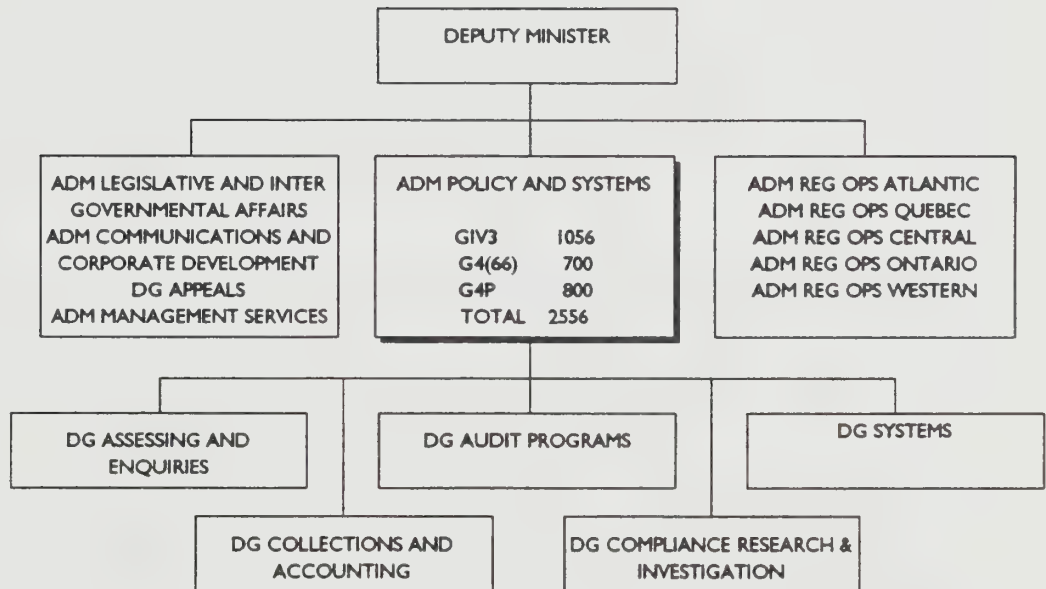
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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: G-10-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: G-9-A

POSITION TITLE: Assistant Chief Statistician, Methodology and Informatics

GENERAL ACCOUNTABILITY

Is accountable for agency-wide leadership to ensure that the statistical methodology used by all surveys is sound and statistically efficient; to provide leadership for and management of information processing in the Agency; and to ensure that the professional/technical reputation of the Agency and its products remains high.

ORGANIZATION STRUCTURE

This is one of seven positions at the first level reporting to the Chief Statistician. The others are: Assistant Chief Statisticians, National Accounts and Analytical Studies; Business and Trade Statistics Branch; Communications and Operations Branch; Social, Institutions and Labour Statistics Branch; Management Services; and Special Assignments.

Specific functions of the three positions reporting to the Assistant Chief Statistician are:

Director General, Informatics (Staff of 194) is accountable for the planning and control of EDP and the economic, efficient and effective management of one of the largest data processing centres in the government; maintains the Agency's machine readable data holdings; provides a full range of EDP services and support to the Agency's statistical programs; plans and maintains electronic communications networks; and develops and implements office automation and production automation systems.

Director General, Statistical Methods Development (Staff of 136) is responsible for planning, organizing and directing the development, implementation, analysis and evaluation of the statistical methodology underlying the programs of the bureau, and ensures the integrity of the statistical methods and procedures used in all the Agency's programs; is responsible for the development of techniques to derive data from administrative sources and the development of a small area data program.

Director General, Standards and Registers (Staff of 154) is accountable for the development and promulgation of agency-wide standards for classification standardization of economic and social concepts; the development, enhancement, maintenance of the business register as a fundamental infrastructure for all business surveys and in support of the System of National Accounts; the maintenance of an information system to reflect the changing accounting structure of all larger businesses; exploitation of taxation derived data to replace direct surveying whenever possible; the development of small business data to be integrated with the bureau-wide small area data program.

NATURE AND SCOPE

The function includes all aspects of survey methodology and design, questionnaire design, standards, classification systems, business registers, quality control methods, development of administrative records as alternative sources of data, computer systems development and maintenance, data processing facilities planning and management, internal information processing client services, office automation, information banks systems, geocartographic services, electronic dissemination technology development, and is of central importance to the execution of the Agency's mandate. Since users can seldom assess the quality of statistics directly, they must rely on the reputation of the Agency for high technical standards. The maintenance of these standards is one of the key functions of the Branch. The Branch provides methodological leadership and know-how for the design of all surveys, information users of methodology and data limitations, undergird household and business surveys by providing up-to-date and properly classified sampling frames, developing and calibrating data source alternatives to direct collection, typically involving administrative records.

The Branch is also responsible for information processing in the Agency. EDP in the Agency is exceptionally complex. It includes: several hundred dissimilar systems ranging from one of the country's largest applications (census) to sophisticated interactive modelling; over 1,000 concurrent users; storage and accessible maintenance of the data holdings of Canada's central statistical office; creation of user-friendly environment leading to effective automation and the development of statistical analyses; electronic data dissemination strategy planning; development of general processing systems based on advanced statistical methodology of data editing and data correction; development of statistical analysis packages and their interface to the data bases maintained; development of data base management systems suitable for statistical file manipulations; planning and management of EDP hardware and communications systems encompassing some of the largest government processors as well as numerous connected and stand-alone mini and micro-computers, including the government's most advanced geocartographic centre.

The Methodology and Informatics Branch provides for important synergy between the component functions.

Some specific examples of impact are:

- (a) The sampling efficiency of the Labour Force Survey directly affects the efficiency of an annual survey expenditure of \$3.2 Mil (constant).
- (b) The perceived and estimated completeness of the population census is at the root of the formulae underlying the federal equalization payments and cost sharing arrangements amounting to some \$12 Bil (constant) over a five-year period.
- (c) The Branch provides leadership for the design and structuring of business surveys which underpin all economic and financial statistics, including the System of National Accounts.

- (d) Information processing has a determining impact on the efficiency and effectiveness of the entire Agency, the timeliness of its outputs, and the ease with which users can have access to statistics, particularly to special user-requested tabulations and to data in machine-readable form.
- (e) The work of the Branch is a prerequisite to the full evolution of the substantive analytic initiatives of the Agency. The Branch is expected to devise a strategy for the conceptual and selective physical integration of agency data bases, their storage in a central processing environment, their accessibility through a communications network by mini and micro-computers. This represents a complete conceptual and physical reorganization of the vast and varied data holdings of the Agency. As such, it also has a major impact on the effective accessibility of statistics by external users. The strategy has to address the issue of access to desegregated data for internal staff and to aggregate data by the external users, all the time maintaining the confidentiality provisions of the Act.
- (f) Insightful application of EDP exploiting underlying methodological similarities of survey processes and office automation are expected to yield significant operational efficiencies.

DIMENSIONS (Constant Dollars)

Person-Years:

Agency	4,225
Branch	487

Branch salary, operating and
maintenance budget:

\$9,680,000

SPECIFIC ACCOUNTABILITIES

- 1 Ensures the Agency's information processing activities are handled effectively and efficiently.
- 2 Ensures the maintenance of the statistical integrity of Agency's products and services.
- 3 Maintains the Agency's machine-readable data holdings and ensures effective access to them by Agency personnel and outside users, the latter subject to the maintenance of statistical confidentiality.
- 4 Provides direction in the development and implementation of suitable office automation systems aimed at increased efficiency and productivity of office management.
- 5 Ensures that adequate information is provided to the Agency's clients regarding the quality of all statistical products.
- 6 Ensures the effective and efficient management of all operations under his/her control.
- 7 Advises the Chief Statistician on policy matters and on the progress of this Branch in achieving its goals and objectives.

NUMBER: G-9-A

- 8 Participates in the corporate management of the Agency and acts on behalf of the Chief Statistician as required.

EVALUATION RATIONALE

Assistant Chief Statistician, Methodology and Informatics

KNOW-HOW

- G Specialized mastery of statistical methodology, including both theoretical and applied dimensions, and seasoned competence in informatics, including systems design and data processing. Broad mastery of economic and geographic classification systems both national and international.
- IV Co-ordination at the policy level and the establishment of specific long-range goals for statistical methodology and informatics, the development and promulgation of agency-wide methodology standards, establishment of policies and strategic plans for all aspects of informatics.
- 3 Successful achievement of objectives requires motivating a large professional staff, interfacing with senior departmental officials on essential centralized support functions which are vitally imperative to the success of all the Agency's programs in terms of data quality, timeliness and cost.
- 920 Middle number reflects the depth of specialized knowledge in two diverse areas and the breadth of management skills required to perform work which is in support of the operations of the Agency.

PROBLEM-SOLVING/THINKING

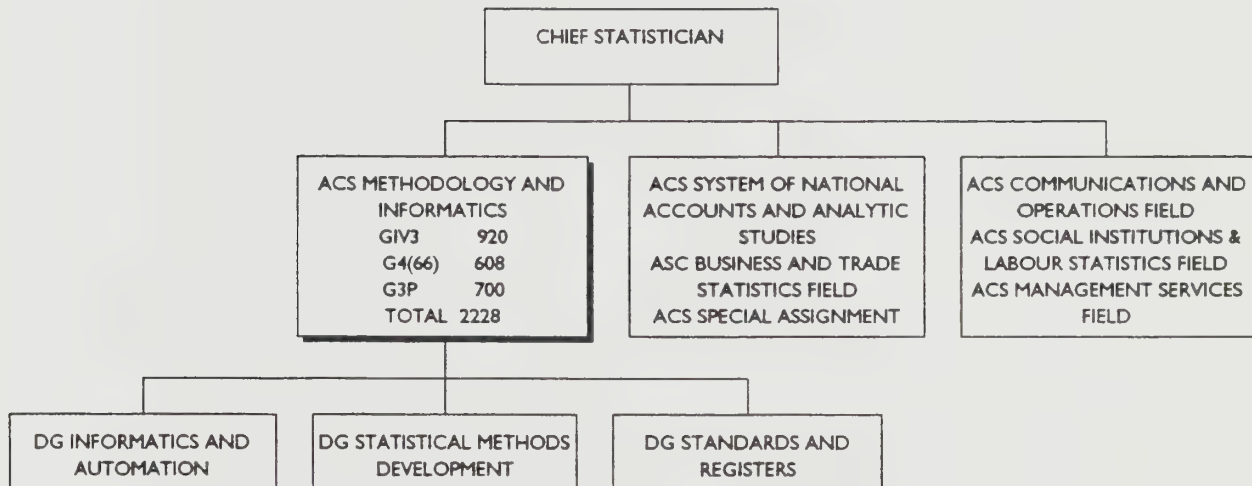
- G Thinking within general policies, principles and goals, plans and assigns budget and resources, co-ordinates, sets objectives and priorities, formulates policies for EDP services and evaluates effectiveness and efficiency of services. Ensures quality and integrity of statistical survey methods including design and processing systems, measurement of data quality and evaluation of methods used in all statistical programs.
- 4 Evaluative and constructive thinking is required to meet the challenges of decentralized data capture, the impact of interactive environments for development and production which have a major impact on the mode of operation and resource allocation; to ensure that the statistical methodology supporting all programs is of the highest quality in all aspects.
- (66) Higher percentage reflects the complexity of the environment and the degree of original thought required to establish systems capable of supporting all departmental programs.

ACCOUNTABILITY/DECISION MAKING

- G Reports to the Chief Statistician from whom general managerial guidance is received and is responsible for agency-wide leadership and service/support encompassing all methodological and information handling aspects.
- 3P The position has a primary impact on methodology and EDP activities of the Department. The proxy selected to represent these activities is an operating budget \$9.7 Mil (Constant) with a staff of 487.
- 700 Highest number is consistent with the degree of impact the function has in assisting other managers to achieve the Agency mandate.

SUMMARY

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: G-9-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: G-8-A

POSITION TITLE: Director General, Systems

GENERAL ACCOUNTABILITY

Is accountable for the data processing activities of the Department including some services to other federal and provincial government departments and agencies.

ORGANIZATION STRUCTURE

This position is one of five at the second level reporting to the Assistant Deputy Minister, Policy and Systems. The others are the Directors General, Collections and Accounting; Assessing and Enquiries; Audit Programs; and Compliance Research and Investigations.

Specific functions of the six positions reporting directly to the Director General, Systems are:

Director, Individual Tax Systems Division (Staff of 200) directs data processing related to the identification, assessment, accounting and collections for T1 individual taxes.

Director, Business Tax Systems Division (Staff of 175) directs data processing related to the identification, assessment, accounting and collections for T2 corporation taxes, source deductions and related systems as well as on-line enquiries, management information systems and micrographics.

Director, Technical Planning and Support Division (Staff of 92) directs the development of executive software and communication facilities for departmental computers, as well as the evaluation of current systems and technological advances in equipment and software.

Director, Computer Services Division (Staff of 126) directs the management and operation of the central departmental computer facilities including production control, shift administration, hardware administration, procedures, scheduling and operational support services.

Director, Informatics Support Division (Staff of 25) directs operational audit and standards, EDP contracts and acquisitions, planning and research coordination, EDP training and financial management and administration.

Chief, EDP Security (Staff of 18) is responsible for ensuring that all appropriate and reasonable safeguards are employed to detect and protect against potential threats to departmental EDP data bases and assets.

NATURE AND SCOPE

The data processing facilities and activities are among the most expensive and sophisticated in the federal government and in Canada, comprising four large-scale computers and peripherals located in Ottawa, with on-line data entry and some distributed processing in seven taxation centres, and data entry and enquiry access from 5 regional offices, 32 district offices, 4 sub-offices, and Head Office. Taxpayer data bases totalling some 100 billion characters of data are maintained on individuals (18 million), corporations (800 thousand) and employers (1.2 million) and for management information. Applications deal with the computing of tax, interest, penalties, payments, amounts due and the issuing of assessments, explanations to taxpayers, refunds, collection notices, delinquent advice, revenue accounting allocations (including provincial revenue and special provincial tax credits), selections for field audit, management information, with each system capable of being programmed to conform to the government's annual budgetary changes and to other statutory amendments.

The Director General, Systems is responsible for providing an environment of equipment, personnel and support services which optimises the total contribution of data processing services in support of the Department's programs. The incumbent interprets government policy and departmental objectives, formulates directorate objectives, sets priorities, integrates the planning and organization of resources, and approves directorate projects.

A key element of the job is the ability to respond to legislative changes under the frequent handicap of inadequate lead time, by adjusting priorities to permit the integration of such changes to computer systems while at the same time maintaining a commitment to strategic plans.

In establishing directorate priorities, the incumbent, in many cases, must reconcile conflicting desires and priorities of various users to ensure optimum utilization of the considerable available resources. The key challenge is the provision, with a limited growth resource base, of effective data processing in response to an ever-expanding demand. An essential requirement, inherent in this challenge, is the ability to present a solid business case in support of budgetary requirements which recognizes technological advances and provides for economies of scale to effectively provide these services.

The incumbent is an authoritative representative of the Department in discussing problems and policy issues with various other departments (such as Treasury Board, Statistics Canada, CEIC, Finance, Auditor General, RCMP,) and public service unions and in interfacing with a large variety of vendors of data processing equipment and services (such as IBM, Sperry, Amdahl, Memorex).

The Director General, Systems, is a member of governmental and departmental information management committees, such as the Policy and Systems Branch Management Committee; EDP Policy Committee; Treasury Board's Advisory Committee for Information Systems; Taxation Centre Operating Committee; Departmental Budget Committee; and the Departmental Policy Committee.

DIMENSIONS (Constant Dollars)

Person-Years:

Department	20,635
Directorate	640

Salary, operating and maintenance budget	\$15,272,341
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Average annual acquisition and maintenance of equipment:	\$12.9 Mil
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SPECIFIC ACCOUNTABILITIES

- 1 Ensures the achievement of established goals by developing appropriate policies and procedures and managing the efficient and effective use of the appropriated resources.
- 2 Ensures that systems development, computer operations, and support services are provided in an economical and competent manner.
- 3 Establishes and maintains contacts with systems users to ensure a continuing awareness of their degree of satisfaction, to properly introduce new systems, and to resolve conflicts on major development projects or production problems.
- 4 Establishes the requirements of departmental users, other government departments (federal and provincial) and agencies, and determines workload projections.
- 5 Ensures that the Department is receiving acceptable service and is able to take advantage of the best price/performance that technology can provide by negotiating with private sector suppliers.

EVALUATION RATIONALE

Director General, Systems

KNOW-HOW

- G Recognized mastery of the concepts, theories, technology and techniques in electronic data processing and statistical analysis.
- III Conceptual and operational coordination of development, design and maintenance of department-wide function supporting all departmental programs including management of facilities.
- 3 Successful achievement of position objectives requires acquiring, training, developing and motivating a staff of 640.
- 800 High number reflects the degree of expertise required to manage the department-wide coordination of a strategic function essential to the operations of the Department, in close alignment with the policy development facilities.

PROBLEM-SOLVING/THINKING

- F Thinking within broad functional policies and objectives, defines priorities and procedures and planning of resources and organization to achieve departmental objectives.
- 4 Evaluative and constructive thinking is required in the development of new techniques and systems for departmental use.
- (57) High percentage indicates tendency to G in that position must marry departmental objectives with available technology.

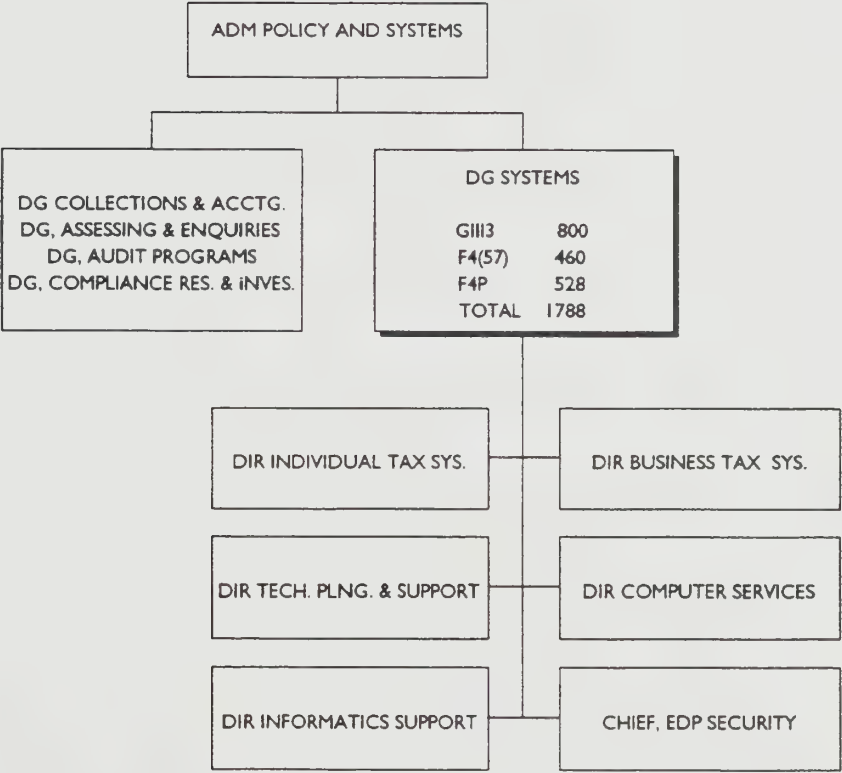
ACCOUNTABILITY/DECISION MAKING

- F Reporting to the ADM, Policy and Systems, acts within functional policies and is accountable for the overall results of all data processing activities of the department. Sets policies and procedures to achieve goals.
- 4P The position has a prime effect on Directorate activities. The proxy selected to represent these activities is an operating budget of \$15.2 Mil and the acquisition and maintenance of computer equipment of \$13 Mil (Constant).
- 528 Middle number reflects restrictions on freedom to act with goals set down by ADM and serviced areas.

SUMMARY

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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: G-8-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: G-7-A

POSITION TITLE: Director General, Informatics

GENERAL ACCOUNTABILITY

Is accountable for maintaining informatics as a key ingredient of the Department's and the government's statistical infrastructure; for the planning and control of EDP in the Department; for the economic, efficient and effective management of a large data processing centre.

ORGANIZATION STRUCTURE

This is one of three positions at the second level reporting to the Assistant Chief Statistician, Informatics and Methodology. The other two are the Director General, Classification Systems, and the Director General, Methodology.

Specific functions of the four positions reporting directly to the Director General, Informatics are:

Director, Informatics Services and Development (Staff of 201) directs the planning, design, development and maintenance of EDP systems and informatic infrastructure in support of departmental programs.

Director, Main Computer Centre (Staff of 136) manages the provision of efficient, secure and cost effective EDP data entry, computer and auxiliary services in support of departmental programs.

Director, Client Services (Staff of 21) plans and manages the provision of all departmental client services related to information systems.

Chief, EDP Materiel Management (Staff of 11) manages the administration of EDP hardware, software and communication acquisitions, and related activities.

NATURE AND SCOPE

The Directorate is directly responsible for information processing in the Department - a function which is at the very core of the Department's mandate. EDP in the Department is exceptionally complex. It includes several hundred dissimilar systems ranging from one of the country's largest applications (census) to sophisticated interactive modelling; over 1,000 concurrent users; storage and accessible maintenance of the data holdings of Canada's central statistical office; creation of a user-friendly environment leading to effective automation and the development of statistical analyses; electronic data dissemination strategy planning; development of general processing systems based on advanced statistical methodology of data editing and data collection; development of statistical analysis packages and their interface to the data bases maintained; development of data base management systems suitable for

statistical file manipulations; planning and management of EDP hardware and communication systems encompassing some of the government's largest processors as well as numerous connected and stand-alone mini- and micro-computers, including the government's most advanced geocartographic centre.

A rapidly changing and evolving computer hardware and software technology, reduced budgets, increased demand for services, the evolution in behaviour and changing work values of human resources, new and complex policies, regulations and procedures relative to EDP, financial audit, official languages, security, privacy, freedom of information, respondent burden and regionalization, all impact on the planning, management and delivery of EDP services in the Department.

The incumbent faces the continual challenge of having to introduce new technology to the Department so that its objectives can be met in a timely, economical fashion. Because of the increasing trend to decentralization of EDP, the Director General must control events to optimize the overall use of this resource. For each problem confronting the Department which has an EDP solution, there are usually a multiplicity of good solutions, each with its own set of advocates. The Director General has to select the appropriate solution in such a fashion that the harmonious working of the EDP establishment is not disturbed and that the service is not disrupted.

Decisions concerning the distribution of processing capacity, the decentralization of data capture and the introduction of interactive environments for development and production, have major impacts on the budget and mode of operation of the Department and have sometimes to be made based on incomplete information.

The work of the Directorate is a prerequisite to the full evolution of the substantive analytic initiatives of the Department. The Director General is expected to devise a strategy for the conceptual and selective physical integration of departmental data bases, their storage in a central processing environment, and their accessibility through a communication network by mini- and micro-computers. This represents a complete conceptual and physical reorganization of the vast and varied data holdings of the Department. As such, it will also have a major impact on the effective accessibility of statistics by external users. The strategy has to address the issue of access to desegregated data for internal staff and to aggregate data by the external users - all the time maintaining the confidentiality provisions of the Statistics Act.

Information processing has a determining impact on the efficiency and effectiveness of the entire Department, the timeliness of its output, and the ease with which users can have access to statistics, particularly to special user-requested tabulations and to data in machine-readable form. Insightful applications of EDP, exploiting underlying methodological similarities of survey processes and office automation, are expected to yield significant operational efficiencies. The Director General, as departmental EDP Coordinator, has authority over EDP activities for the Department as concerns planning, policies, standards, evaluation, acquisition of goods and services, research, training, contracting, security, and liaison with Central Agencies to ensure that the Department's total EDP expenditures are made in a planned, controlled fashion.

The Assistant Chief Statistician (ACS) is informed by the incumbent on the Directorate's operations, on the progress made in automating the Department's operations, and on short, medium and long term plans for EDP. Only problems of a high level nature, dealing with government policies, are referred to the ACS for resolution or approval of a recommended solution. On the technical side, the Director General has complete freedom in problem solving.

Within the Department the Director General has frequent contacts with the Chief Statistician and Deputy Chief Statistician, the ACSs and the Directors General to resolve major issues, to assess how the future direction of the Bureau can best be supported by EDP and to discuss more efficient ways of handling data. He/she is the official contact with Central Agencies concerning EDP matters. The Director General also has frequent contact with suppliers of goods and services to keep abreast of technological change and to negotiate the acquisition of equipment/services.

As a member of Senior Management Committees, the Director General participates in the establishment of program objectives, the elaboration of strategic and long term operational plans, the monitoring of progress against objectives, the resolution of problems and the evaluation of program effectiveness.

The Director General establishes and maintains contacts with the academic community and with officials of other statistical offices such as the UK, the U.S. and Sweden through letters, exchanges of technical material, visits and attendance at international conferences. The incumbent represents the Department at international meetings such as those of the United Nations, OECD, and the Conference of Commonwealth Statisticians. These meetings cover wide ranges of subjects such as statistical definitions and concepts, methodological issues and data processing problems.

These contacts are of great importance to the Department and contribute significantly to maintaining the Bureau's credibility with both data users and respondents.

DIMENSIONS (Constant Dollars)

Person Years:

Department	4,472
Directorate	370

Salary, operating and maintenance budget:

Department	\$56,538,504
Directorate	\$ 4,790,000

EDP Costs	\$12.5 Million
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SPECIFIC ACCOUNTABILITIES

- 1 Provides leadership, direction, co-ordination, control, and support to the total departmental EDP program.
- 2 Provides direction in the development and implementation of suitable office automation aimed at increased efficiency and productivity of office management functions.
- 3 Reviews and evaluates periodically the Department's EDP activities to ensure compliance with Bureau plans and objectives, and efficient and effective use of this service.
- 4 Manages the provision of a full range of EDP services to the Department in an efficient, effective and timely fashion.
- 5 Establishes organizational goals and objectives; assigns specific organizational responsibilities to subordinates; and assesses their performance.

EVALUATION RATIONALE

Director General, Informatics

KNOW-HOW

- G Mastery of computer systems design, programming, analysis and testing of the operation of large-scale EDP systems; of planning, acquisition and management of EDP hardware and system software. Requires a broad general knowledge of the Statistics Act, departmental programs and operations. Ability to identify requirements, both current and future for electronic data processing systems and office automation within the Department. The incumbent must keep abreast of technological change in the field of EDP and office automation.
- III Operational and conceptual management of EDP facilities, equipment and personnel; overseeing preparation and maintenance of EDP standards and procedures, programming, control and operation; ensuring computer operations are carried out efficiently and effectively; maintaining contacts with users to ensure quality of service and improving personnel performance.
- 3 Successful achievement of objectives requires dealing with seniors of own department, Central Agencies and suppliers and when participating and chairing committees.
- 700 Middle number reflects mastery of computer systems and operational management of EDP facilities which are integral to the operation of the Department.

PROBLEM-SOLVING/THINKING

- F Thinking within broad policies, principles and goals in planning and assigning budget and resources, coordinating, setting objectives and priorities, formulating appropriate policies for EDP services, in evaluating the provision of services and the performance of subordinates. The incumbent has complete freedom in solving technical problems.
- 4 Analytic and constructive thinking is required in dealing with a broad range of conceptual, technical and management issues, e.g., the development of generalized systems, the distribution of processing capacity, the decentralization of data capture and the introduction of interactive environments for development and production having major impacts on the budget and mode of operation of the department.
- (57) Higher percentage reflects the tendency of the thinking challenge to be pathfinding.

ACCOUNTABILITY/DECISION MAKING

- F Reporting to the ACS, Informatics and Methodology is subject only to general guidance in the economic, efficient and effective management of a very large data processing centre established to provide a full range of EDP services.
- 3P The position has a primary impact on Branch activities. The proxy selected to represent these activities is an annual budget of \$4.8 Mil (Constant) and the annual EDP costs of \$12.5 Mil (Constant).
- 460 High number reflects the freedom of the position to develop responses to situations.

SUMMARY

GIII3 700

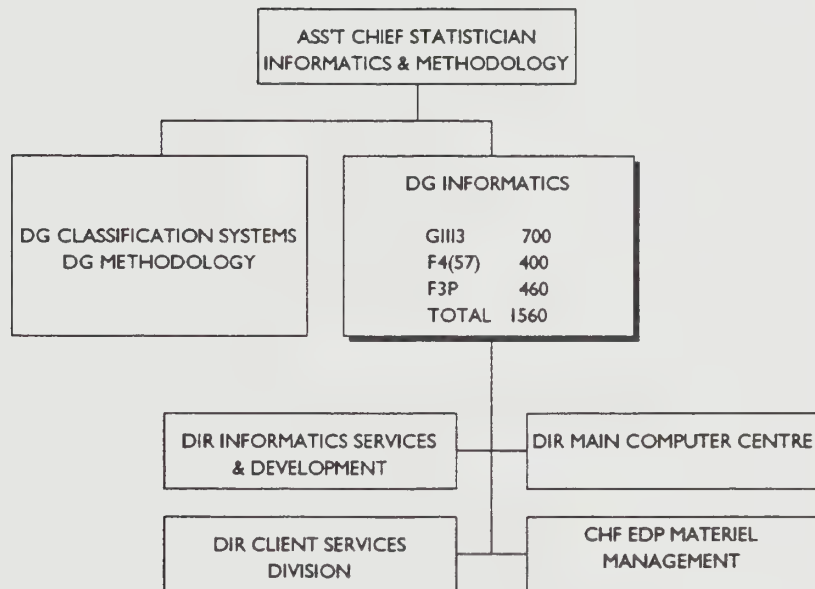
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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: G-7-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: G-7-B

POSITION TITLE: Director General, Informatics Services

GENERAL ACCOUNTABILITY

Is accountable for the provision of informatics services, and the promotion, guidance and management of the timely introduction and efficient and effective utilization of informatics technology, methodology and professional expertise, in support of the mission and priorities of the Department's operational and functional managers.

ORGANIZATION STRUCTURE

This is one of four positions at the second level reporting to the Senior ADM, Corporate Management. The others are the Director General, Corporate Finance; Director General, Financial Services; and the Branch Planning Advisor.

Specific functions of the five positions reporting to the Director General are:

Director, Systems Development (Staff of 37) directs the design, development and implementation of business, scientific, operational and office automation computerized systems to meet departmental needs and objectives.

Director, Operations and Systems Support (Staff of 36) ensures the integrity, maintenance, efficiency and effectiveness of operational information systems as well as the integrity and security of all corporate data software.

Director, Technology, Planning and Administration (Staff of 35) directs the planning, testing, acquisition, installation and maintenance of efficient, effective and adequate computer processing and information access hardware and leased facilities sufficient to meet the Department's current and long-term needs.

Director, User Services (Staff of 40) directs the provision of analytic, diagnostic and technical services in the definition of user requirements for computerized business, scientific and office automation systems in the Department.

Director, Corporate Systems Group (Staff of 6) ensures the development, management and monitoring of corporate systems; the integration and application of new office technologies and the provision of Systems Development Committee secretariat services; determination and investigation of user system needs.

NATURE AND SCOPE

Informatics Services develops, installs and maintains information systems to support planning, direction, control, operation and decision-making in a department consisting of some 8,500 personnel, operating in six regions, overseas and in numerous separate entities on project sites and in administered properties.

The operating environment involves the need for a broad mix of business, scientific, operational and office automation computer systems to support the Department's five programs. These programs include accommodation acquisition and management, lease management, property management, real estate services, architectural and engineering services, fire prevention, municipal grants administration, marine engineering and dredging, highway and bridge engineering and maintenance, locks and dams operations, and the traditional corporate, financial, personnel and general administrative services.

The Department has embarked on a major management improvement program which will culminate in the implementation of a revenue dependent mode of operation using a revolving fund. The Department's ability to recover its costs and control its operations in a manner that will minimize total operating costs will depend on the quality, accuracy, and timeliness of management information available to departmental managers in the conduct of the Department's operations.

The strategic importance of the information systems to the achievement of the Department's top objective has become evident and critical to success.

The Director General ensures that departmental systems being developed, operated and maintained are quality products, delivered on time and within budget, and provide the Department's managers with the necessary information to enable them to service its clients while maintaining a positive financial posture. Failure of the financial system could prevent the Department from meeting payrolls, or could result in additional interest charges to the Department for excessive draw-down on the fund. Failure of the facility inventory system would prevent the Department from managing its occupancy agreements and billing clients for rents, since these systems are now an integral part of the field operations of the Department. In addition, under a revenue dependent mode of operation, pressure will be brought to bear on the Director General to achieve cost-effective solutions since the Branch accounts for almost 25 percent of the Department's overhead budget.

Providing the Department with informatics services means that the Director General is responsible for the policies, procedures and practices involved in the successful delivery of information systems and data bases; the planning and implementation of departmental systems; the formulation of a processing and network architecture to support current and future departmental informatics service requirements; and the promotion and guidance of efficient and effective integration of informatics technology and methodology in the business, scientific and office automation areas.

The Director General must define and satisfy departmental informatics requirements on time, within budget and to the quality level dictated by departmental standards. He/she ensures the resolution of the most appropriate technological means to satisfy departmental requirements. The incumbent recommends priorities in information systems developments, operation and maintenance to the Systems Development Committee and Executive Committee. The Director General encourages computer literacy. The Director General ensures the effective and efficient disposition of limited resources to achieve departmental informatics service goals, and establishes the operational strategy and objectives which form the nucleus of the Department's Information Technology and Systems Plan (ITSP) submission to the Treasury Board Secretariat.

The authority of the Director General for financial approval is governed by Supply and Services Canada and departmental financial directives. Authority for taking action to achieve the objective of Informatics Services is delegated to the Director General. Future action by the Directorate is governed by the departmental Information Technology and Systems Plan (ITSP) and the Multi-Year Operational Plan (MYOP) prepared by the Directorate and approved by the departmental Executive Committee and the Treasury Board.

Most frequent contacts within the department are at the Director General and ADM levels for the purpose of determining and satisfying management information system requirements and evaluating potential areas for productivity improvements through automation, and for obtaining acceptance of new or modified systems prior to their being put into production.

Advice is provided directly to the Deputy Minister for the purpose of recommending strategies, policies, standards, procedures and investment plans for the establishment of the departmental technical environment for the use of computers, and to recommend position/input relative to government-wide policy on the use of computers. The Director General represents the Department on all computer-related matters, both internally and externally, and to industry where it applies.

The Director General is a member of the Senior Staff Management Advisory Committee (DG level), the departmental Systems Development Committee and a member of the Treasury Board Advisory Committee on Information Management which advises on all aspects of information management in the federal public service.

DIMENSIONS (Constant Dollars)

Person Years:

Department	8,468
Directorate	148

Salary, operating and maintenance budget	\$4.6 Mil
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SPECIFIC ACCOUNTABILITIES

- 1 Ensures the successful delivery of information systems projects within time, budget and quality to satisfy departmental management requirements.
- 2 Ensures the ongoing operation, maintenance and support of information systems and data bases.
- 3 Ensures the planning and implementation of a processing and communications network architecture to support current and future departmental informatics services requirements.
- 4 Ensures the promotion and guidance of the efficient and effective utilization of informatics technology, methodology and professional expertise.
- 5 Advises the Deputy Minister on strategies, plans, policies, standards and procedures relating to informatics.

EVALUATION RATIONALE

Director General, Informatics Services

KNOW-HOW

- G Mastery of management information systems and computer science and a broad knowledge of departmental programs and operations in order to direct the provision of management information systems services to the Department.
- III Department-wide direction and/or coordination of management information and computer systems development.
- 3 Successful achievement of objectives requires interacting effectively with clients and directing a subordinate staff of 148.
- 700 Middle number reflects the mastery of technical expertise in management information systems and computer sciences for the whole department.

PROBLEM-SOLVING/THINKING

- F Directing the development of computer and management information systems for the Department requires thinking within broad policies and objectives. This position operates under the general direction of the ADM Corporate Management.
- 4 Analytic, interpretive and evaluative thinking is needed to direct the development of computer and management information systems which meet the Department's present and future requirements.
- (57) High number reflects the challenge in applying theoretical knowledge to meet departmental requirements.

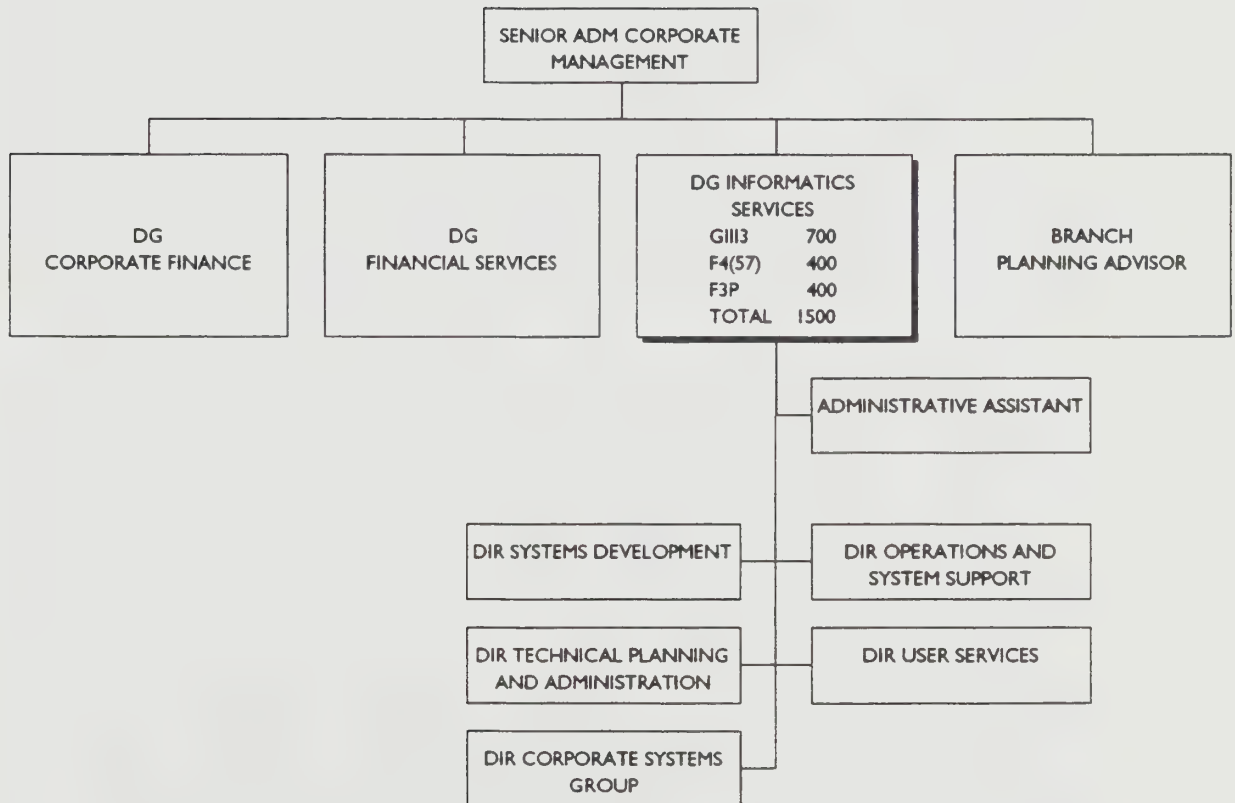
ACCOUNTABILITY/DECISION MAKING

- F Position is subject to broad policies from Central Agencies and Department relating to computer management and information systems.
- 3P The position has a primary impact on Branch activities. The proxy selected to represent these activities is a combined salary and operating budget of \$4.6 Mil (Constant).
- 400 Middle number reflects the size of the budget and the role of the position as the most senior informatics position in the Department.

SUMMARY

GIII3	700	F4(57)	400	F3P	400	1500	0
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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: G-7-B



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: G-6-A

POSITION TITLE: Director General, Computer Operations

GENERAL ACCOUNTABILITY

Is accountable for the provision of secure, cost-effective, and efficient computer services to support national operations.

ORGANIZATION STRUCTURE

This is one of four positions at the second level reporting to the Executive Director, Systems and Procedures. The other three are: Director General, Benefit Pay and CJS Systems; Director General, Information Systems; Director, Systems Planning.

Specific functions of the five positions reporting to the Director General are:

Chief, NHQ Computer Centre (Staff of 71) is responsible for the provision of computing facilities to all NHQ services and the systems and procedures development staff; administration of on-line systems, batch production systems and development systems; administration of data entry service bureaux contracts for the NHQ; and administration of the national charge back system (cost breakdowns).

Director, EDP Operations Policy and Procedures (Staff of 18) is responsible for the development, implementation and maintenance of policies and procedures governing the national operations of regional computer centres, local pay centres, NHQ and associated clerical processing operations; coordination of the implementation of new or revised EDP systems on a national basis; development and administration of EDP training programs and security programs (including data communications security policy); the provision of functional guidance to ensure uniform management and delivery of EDP systems and services and to ensure technical and professional engineering standards are adhered to in the logging, testing, and installation of computer hardware and support equipment.

Director, Software Support (Staff of 25) is responsible for the evaluation, recommendation and subsequent implementation and support of communications software, database software and systems software; resolution of software problems; design and administration of a national software change control system; development and maintenance of EDP administration software; provision of functional guidance to Regional Chiefs of Software and management of an IBM computer site to support operational requirements of users.

Chief, Engineering Division (Staff of 5) is responsible for developing hardware maintenance and penalty clauses during contract negotiations and ensuring adequate performance is maintained on all of the EDP hardware in the Department.

EDP Analysis and Control Officer (Staff of 1) is responsible for the analysis of EDP and financial data, the preparation of EDP and financial budgets, reports and statistics, budget control and the dissemination of reports.

NATURE AND SCOPE

Continuing advances in EDP technology have required continuing changes to enable the Department to keep pace with the need for more timely and complete information to support national departmental programs such as Employment, Immigration and Unemployment Insurance and services to Personnel, Finance, etc., while taking advantage of the cost benefits of automation opportunities.

The Director General, Computer Operations provides EDP services to one of the largest EDP environments in the public service. The incumbent ensures that the necessary hardware, software and environmental support is provided to effectively deliver national administrative, program information and control programs. Program requirements are such that systems must be on-line 24 hours a day and seven days a week. As the systems utilized are characterized by direct user involvement of increasingly more complex hardware and software, intense demands are placed on operations staff to ensure reliability and availability of computer services and the rapid resolution of problems to avoid costly downtime. Departmental service objectives are to maintain a 95% availability rate and a 6 second response time.

The Director General oversees, from a national perspective, the planning, design and construction of new or enhanced EDP sites as well as changes made to existing sites in preparation for additional/replacement equipment. He/she must ensure that all sites meet established professional engineering standards required for a secure, suitable operating environment. The incumbent also oversees the installation and implementation of all hardware, software, communications and support equipment to ensure such activities are carried out wherever possible without disrupting or compromising the service provided to departmental staff and the general public.

The incumbent directs the assessment of proposals for new, modified or enhanced systems to determine the impact on present operations as well as the long term implications in light of technological advances, the growth of present systems, changes in workload, changes in objectives or changes in legislation governing programs. He/she must ensure that effective capacity planning is carried out and implemented throughout the system to ensure that user demands continue to be met with the resources available.

The Director General develops and ensures strict adherence to EDP and data communications operational and security policies, standards, guidelines and procedures. He/she is accountable for the efficient and effective management, utilization and safeguarding of computer resources across Canada and must therefore direct the development and implementation of monitoring and evaluation procedures. EDP security has become an increasingly more complex and sensitive matter with the increase in the value and complexity of equipment and the increased direct access to sensitive information resulting from the use of on-line systems.

The Director General also ensures that national training programs for operational staff are developed and implemented to ensure that the staff are given the opportunity and training to increase their knowledge and abilities in such areas as operational procedures, hardware and software applications and data communications support.

The incumbent ensures the development and implementation of a contingency policy and plan for back-up and recovery facilities for computer operations nationally. Overall program delivery of services would be seriously impaired in the event of a disaster which may cause the system to go down. The Director General has full responsibility for planning the operation to off-load critical on-line work and continue computer service.

The Director General ensures, through the provision of functional direction and guidance to the Managers, that the Regional Computer Centres and Local Pay Centres operate in a manner consistent with Headquarters operations. He/she has the authority, in an emergency situation, to direct the operations of the regional centres. On an ongoing basis, the incumbent provides advice on such matters as computer resourcing budgets, staffing of technical personnel, performance requirements, etc., by taking into account the variances in each centre in terms of facilities, equipment, technical expertise available, and other matters.

Recommendations are made to the Executive Director, Systems and Procedures who provides broad managerial direction to the position.

The Director General meets regularly with executives within the Department, the RCMP, Public Works Canada, Treasury Board Canada, Supply and Services Canada, the Auditor General and private industry to exchange information, give advice, make recommendations or resolve problems. As the departmental computer operations authority, he/she advises colleagues in Systems and Procedures on the planning acquisition of hardware, system control software and data communications. As a member of the Systems Planning Committee, the Director General participates in the development and approval of EDP systems development policy. Also provides input into the development of government EDP security policy through the Inter-Computer Security Panel, a multi-departmental group chaired by the RCMP.

DIMENSIONS (Constant Dollars)

Person-Years:

Department	24,362
Directorate	121
Functional	922

Directorate salary, operating and
maintenance budget

3,746,898

SPECIFIC ACCOUNTABILITIES

- 1 Ensures the provision of efficient, effective and adequate service levels to meet the immediate and long range requirements of the Department in the NHQ area and on a national level.
- 2 Ensures the efficient, effective and secure operation of computer centres by directing the development and implementation of EDP and data communications security and operational policies, procedures and standards.
- 3 Ensures the design, construction, fit-up and maintenance of all new/enhanced computer sites and the preparation and maintenance of existing sites for new installations to acceptable engineering standards essential for adequate service levels.
- 4 Ensures the adequacy and effectiveness of all hardware, software, telecommunications, support equipment, systems, etc., necessary for providing computer service across Canada by directing the research, evaluation, selection and maintenance of equipment.
- 5 Ensures the effective utilization of assigned resources by directing a large staff working in a multi-shift environment and by managing a multi-million dollar operating budget.

EVALUATION RATIONALE

Director General, Computer Operations

KNOW-HOW

- F Extensive knowledge of computer hardware and software, computer security techniques and technology and departmental EDP policies and procedures.
- III Coordination of an important function related to the installation, and operation of computing facilities at headquarters and regional computer centres, and the operation of six major on-line control and information systems with 10,000 terminals.
- 3 Successful achievement of objectives requires negotiating with service bureaux, advising the Executive Director, providing functional guidance to regional managers, dealing with the RCMP and other senior government officials.
- 608 High number reflects the degree of expertise required to manage a narrowly specialized field in support of departmental operations.

PROBLEM-SOLVING/THINKING

- F Thinking within generally well defined policies and objectives, provides computer services, prepares policies and procedures, establishes and assesses operational reporting systems to account for the use of computing-related resources.
- 4 Variable situations require analytical, interpretive thinking for the development of automated systems.
- (50) Lower percentage indicates that a considerable amount of guidance is available from the supervisor and departmental strategic policies.

ACCOUNTABILITY/DECISION MAKING

- F Reporting to the Executive Director, Systems and Procedures, is responsible for planning, organizing, directing and controlling the operation and delivery of data centre services, operations. The position has a reasonable degree of latitude to act in developing policies and procedures, and in ensuring the smooth functioning of EDP operations.
- 3P The position has a primary impact on EDP 24 hours a day, 7 days a week operations. The proxy selected to represent these operations is an operating budget of \$3.7 Mil (Constant) and a staff of 121.
- 400 Middle number reflects the size of the budget and a reasonable degree of autonomy in directing the EDP operations on behalf of the Executive Director.

SUMMARY

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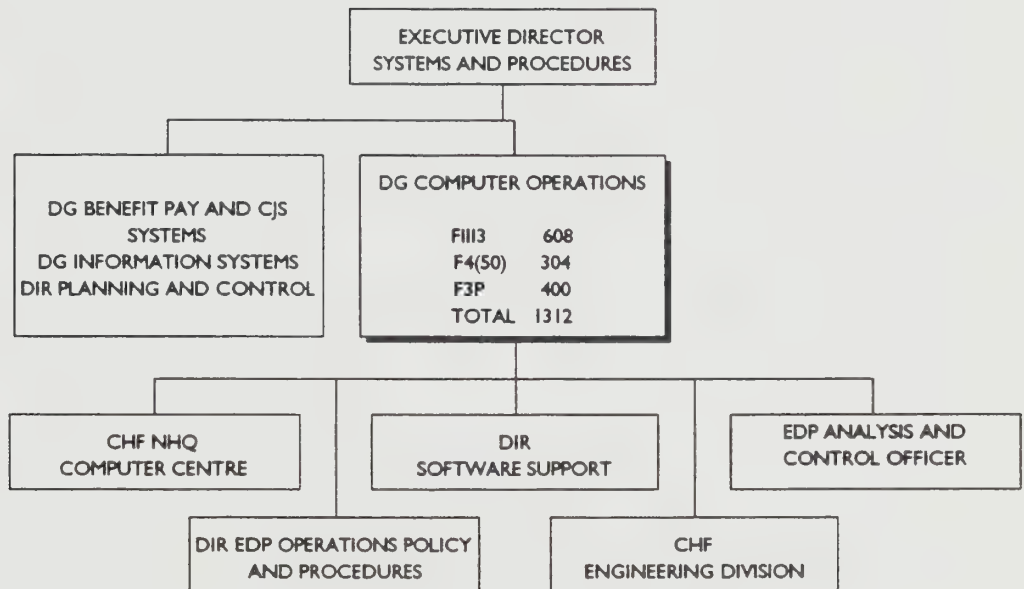
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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: G-6-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: G-5-A

POSITION TITLE: Director, EDP Systems and Operations

GENERAL ACCOUNTABILITY

Is accountable for the management of, and the provision of departmental electronic and automated information systems and services.

ORGANIZATION STRUCTURE

This position is one of three at the third level reporting to the Director General, Management Services Branch. The other two are: Director, Systems Planning, Coordination and Review; and Director, Support Services.

Specific functions of the five positions reporting directly to the incumbent are:

Chief, Systems Development (Staff of 10) plans, organizes, directs, coordinates, and administers all EDP systems development projects.

Chief, EDP Maintenance (Staff of 21) plans, schedules and implements the modifications and emergency changes required on departmental EDP systems; ensures the effective transition and transfer of development projects into operational mode via complex technical mechanisms and walkthroughs.

Chief, Data Management (Staff of 4) develops, structures and manages local data bases, their integration within a central data management and administration framework, the transfer of applications and data within the departmental computer network which is composed of a service bureau mainframe, mini- and micro-computers; creates and maintains systems, libraries, dictionaries and procedures to guarantee data access, control, integrity and security.

Chief, Information Processing (Staff of 59) provides data entry, text capture, computer operations, work/text processing, telecommunication and EDP auxiliary services for Headquarters; provides functional direction to regional and district data capture and operating centres located across Canada.

Chief, EDP Training, Technical and Security Services (Staff of 16) acquires, installs, provides security and servicing of departmental hardware and systems software utilities; responsible for the EDP functional training of all users for both equipment familiarization and software application usage.

NATURE AND SCOPE

The Director, EDP Systems and Operations is accountable for the provision and management of all the EDP and associated services that are required to support the ongoing operation of the present 34 large and complex systems which serve the corporate needs of the Department,

and for ensuring the development, implementation, maintenance and operation, over the next five years, of some 104 additional financial and non-financial EDP applications identified in the recently approved departmental Long Range Systems Plan. This mandate is exercised over an ever expanding nation-wide network comprised of a service bureau mainframe, 14 regional mini computers, 250 micro computers and an excess of 400 utility terminals. With the fast growing demand for EDP systems and office automation tools such as electronic mail, this network is likely to continue its expansion over the next few years to reach 20 mini-computers, 500 micros and 700 utility terminals.

It is within this environment that the Director oversees the provision of a wide array of EDP application development, data management, systems software support, technical installation and servicing of departmental hardware and software, systems application training, data and text processing and security controls implementation. In discharging this responsibility, the Director must ensure and maintain a delicate balance between the requirement of providing services which are efficient and responsive to the needs and priorities of a mixture of clients at headquarters, regional and district locations, and that of ensuring that these services are cost-effective from a total departmental perspective and in compliance with central agency directives.

The Department has developed several control-oriented corporate systems to better manage its assets. However, not only changes and improvements occur frequently in systems of financial administration and of operational nature, but it is becoming imperative to integrate financial and non-financial systems in order to generate meaningful performance information to Department management and meet central agency standards of disclosure for the Multi-Year Operational Plans and Part III of the Estimates. This requires the Director to manage change in the finance community and among operating managers. In addition, emphasis is also being placed on the development of operational systems and applications which have a direct and immediate impact on the delivery of services to client communities. This noted shift in development effort is in response to the government intent to implement client self-government during the next decade.

This requires a swift response by the Director to adjust the EDP services towards the procurement and installation of decentralized modes of delivery, the structuring and management of EDP data as a vital and unique departmental and community resource, and the distribution of systems development and related implementation efforts in remote locations, to bring the electronic applications closer to its clientele. This re-orientation presents a major challenge in that the Director will be required to assemble scarce qualified resources and continuously evolving technical know-how to adapt to the new environment.

The building of distributed systems requires not only the selection of new technologies, but it also involves a new approach in managing EDP data. In this context, the Director will have to see to the creation and staffing of a new data management function with responsibility for structuring and overseeing the administration of local data bases while ensuring their integration and consistency with corporate data bases. While data base management systems and distributed data bases promote the efficient development of systems applications and improve the level and quality of services to the various clientele, they present a major challenge in terms of EDP security. Therefore, the Director will have to ensure that state-of-the-art controls in EDP security and data integrity are introduced step by step, along with the implementation of a distributed data management system. In the same vein, the Director will have to ensure that adequate training and technical support are provided to the various users.

The trend towards office automation, and its resulting potential impact on employee displacement, require the Director to play a lead role in introducing and managing change throughout the Department. Specially designed familiarization courses with micro-computers and related applications will have to be planned, developed and delivered to targeted employee groups without major disruption to the daily field operations.

In managing the large and complex departmental computer network, the Director is faced with major challenges in terms of ensuring the smooth and timely delivery of data. There is a continuous need to plan for contingencies, to manage technical changes and make trade-offs between operational costs, prudence and implementation of contingencies that will remain transparent to the users. Periodic changes occurring at the service bureau must be adapted to the departmental milieu and quick conversion efforts realized without placing the entire workload in jeopardy.

DIMENSIONS (Constant Dollars)

Department Staff	4,826
Direct Staff	92
Salary, operating and maintenance budget	\$1,309,418
EDP Maintenance and Development	\$1,191,135

SPECIFIC ACCOUNTABILITIES

- 1 Ensures that all EDP developmental activities are consistent with the departmental systems plans, meet users needs, are delivered on time and within assigned resources.
- 2 Ensures that optimal support and maintenance to EDP applications are provided with minimum disruption in client services.
- 3 Oversees the development and management of a departmental data management function in order to ensure data security, integrity and efficiency in developmental activities.
- 4 Ensures the timely procurement, installation and maintenance of hardware-software tools in response to hardware plans and client needs.
- 5 Develops and delivers all EDP training programmes to ensure optimal utilization of both the systems and equipment.
- 6 Oversees the development and implementation of EDP security controls and measures to ensure the protection of the data, the hardware, the utilities and installations.
- 7 Ensures the continuous high service level of data, text and teleprocessing with minimum downtime.
- 8 Provides functional direction to field managers on EDP operations.

NUMBER: G-5-A

- 9 Acts as departmental EDP representative on interdepartmental committees and projects involving EDP services and operations.

EVALUATION RATIONALE

Director, EDP Systems and Operations

KNOW-HOW

- F Extensive knowledge of the theory, principles and practices of EDP systems especially as they relate to the design, development and maintenance of all the departmental electronic/automated data applications, the information processing and the training, technical and security services and knowledge of the departmental policies, objectives and priorities in EDP activities.
- III Operational and conceptual management of Departmental electronic and automated information systems and services including the development, implementation and maintenance of EDP applications; the delivery of computer and auxiliary services in support of departmental programs; the acquisition, installation and servicing of all departmental hardware and software; the design and delivery of all EDP training in the department; and the overseeing of all aspects of departmental EDP security.
- 3 Successful achievement of objectives requires negotiating complex contracts with service bureaus and directing subordinate staff of 92.
- 528 Middle number indicating a solid rating. The position is the senior specialist providing department-wide essential services in a continuously evolving technical environment.

PROBLEM-SOLVING/THINKING

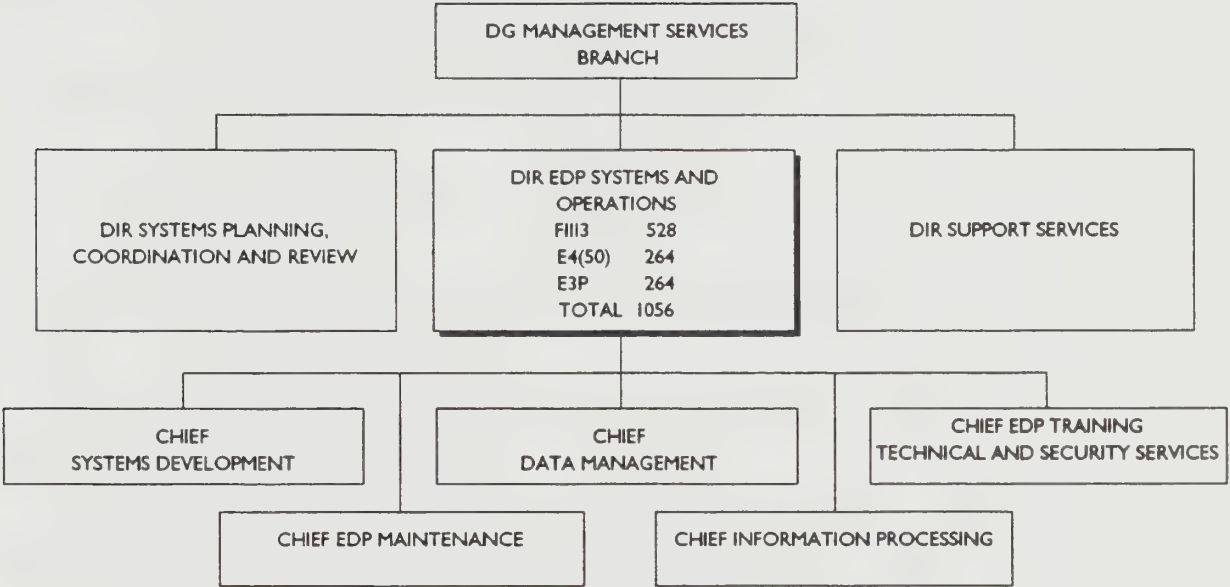
- E Thinking within directives and guidelines provided by Treasury Board and within specific objectives set in the departmental Long Range Systems Plan in developing effective and efficient systems and setting standards for service delivery.
- 4 Analytical and constructive thinking in meeting headquarters and regional requirements for information processing, EDP training, technical and security services.
- (50) Higher percentage reflects EDP systems that are complex and the technology is rapidly changing. Problems tend to be novel.

ACCOUNTABILITY/DECISION MAKING

- E Reporting to the Director General, Management Services Branch is subject to broad practice and procedures in the EDP field of activities as set by Treasury Board and by the objectives set in the Long Range Systems Plan. Within this context, the position is accountable for determining how the services are to be provided.
- 3P The position has a primary impact on Branch activities. The proxy selected to represent these activities is a salary, operating and EDP maintenance and development budget of \$2.5 Mil (Constant) and a staff of 92.
- 264 Middle number indicating a high degree of autonomy to act independently as the departmental EDP expert in the identification, development and utilization of EDP hardware and software.

SUMMARY

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: G-5-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: G-4-A

POSITION TITLE: Chief, Data Management

GENERAL ACCOUNTABILITY

Is accountable for organizing, directing and coordinating the mathematical processing and the specialized data servicing essential to the production, safekeeping and provision of geodetic latitudes, longitudes and elevations and related information concerning national networks of geodetic reference points.

ORGANIZATION STRUCTURE

This is one of six positions at the fourth level reporting to the Director and Dominion Geodesist, Geodetic Survey Division. The others are Chief, Survey Group; Head, Research and Development Section; Resources Coordinator; Activities Coordinator; and Administrative Officer.

Reporting directly to the Chief, Data Management are:

Head, Data Analysis and Adjustments Section (Staff of 24) is responsible for geodetic computations needed to produce accurate and reliable geodetic positions and elevations from field survey data.

Head, Data Services Section (Staff of 16) is responsible for the storage of geodetic technical records and data, the dissemination of information to users, and collecting data from provincial and other control survey data centres.

Head, NAVD Project Section (Staff of 13) is responsible for the automation of data and its analysis for vertical datum redefinition.

NATURE AND SCOPE

The Geodetic Survey Division's primary responsibility is to establish and maintain a national geodetic network of marked stations accurately positioned in latitude, longitude and elevation according to international standards. These stations serve as a uniform positional reference system for a host of practical and scientific endeavors such as mapping and charting, national boundaries, property and surveying, geological and geophysical exploration, air and sea navigation, crustal movements, and major engineering studies and developments.

Geodetic data is gathered in the field by methods that include orbiting satellites, complex inertial positioning systems, astronomy, and determining elevations by conventional optical and electronic measuring equipment. These data are processed and analyzed using sophisticated mathematical models and computer programs to produce geodetic positions of statistically determined precision and reliability. The data are then suitably indexed and stored for reference and use for the many applications.

The Chief is responsible for providing efficient computing and data file services within Division policy and priority framework. In reviewing the geodetic computing and data storage functions, he/she ensures that methods and standards used respond to needs, and are in general accord with those used in geodesy and internationally. The incumbent also coordinates the detailed planning and work of the North American Datum recomputations to fulfil Canada's participation and to facilitate more accurate and reliable geodetic control. He/she recommends the general design of a new data base and, as chairman of the review committee, monitors its development and implementation.

The Chief is required to maintain a knowledge of geodesy, including geodetic datums and measuring systems, in order to hold discussions with other organizations and make decisions on geodetic computations and data. The work has two current challenges:

1. Managing the NAD83 and NAVD88 recomputation projects by coordinating the work at Geodetic Survey Division and by maintaining effective liaison with the U.S. National Geodetic Survey and provincial agencies involved to ensure the technical compatibility of the various contributions as well as the proper scheduling.
2. Directing the automation of the national geodetic data base to develop an efficient, dependable and comprehensive system such that other federal and provincial government agencies can participate, each having mutual access, while retaining sole rights to maintenance of their data.

The scientific authority of the position is constrained by broad, generally accepted international guidelines on methods and standards.

Regular contacts are made with provincial survey authorities regarding data exchange, cooperative computing projects, and consultation and training in computing methods. Contacts are maintained with the U.S. National Geodetic Survey to exchange data and methods and to consult on the North American recomputations of geodetic networks, to negotiate agreement on schedules and ensure compatibility of the mathematical representation of survey information. The position is a member of the Canadian Institute of Surveying.

DIMENSIONS (Constant Dollars)

Department Staff-Years:	5,480
Subordinate Staff-Years:	55
Salary, operating and maintenance budget	\$657,988

SPECIFIC ACCOUNTABILITIES

- 1 Ensures that survey data is efficiently and accurately computed and integrated into the national network, and that it is properly classified to accepted standards.
- 2 Ensures the security and availability of geodetic survey records and data.

- 3 Manages and co-ordinates Canadian participation in the technical aspects of the continental recomputations of geodetic networks.
- 4 Provides advice on geodetic computations and data storage to other federal and provincial agencies and private industry by attending meetings and conferences, presenting papers and assisting in the development of technical specifications.
- 5 Assists in the preparation of Division annual and long-term plans by providing necessary information on staff, cost, and technical matters.

EVALUATION RATIONALE

Chief, Data Management

KNOW-HOW

- F The work requires an extensive knowledge of all aspects of geodesy including mathematical models, software development, data processing techniques and data-base management.
- II Operational coordination of similar activities including geodetic data collection, analysis and services.
- 3 Successful achievement of objectives requires motivating staff, advising management, and negotiating Canadian participation in on-going continental projects.
- 460 Highest number reflects a depth of expertise in the principles of computer applications in a specialized field.

PROBLEM-SOLVING/THINKING

- E Thinking within policies and approved objectives and international guidelines on methods and standards. Within this however, is responsible for recomputing and maintaining the Canadian components of the North American geodetic networks through cooperation with the provincial agencies.
- 4 Analytical thinking is required in resolving problems in integrating data systems.
- (43) lower percentage reflects a significant degree of available guidance.

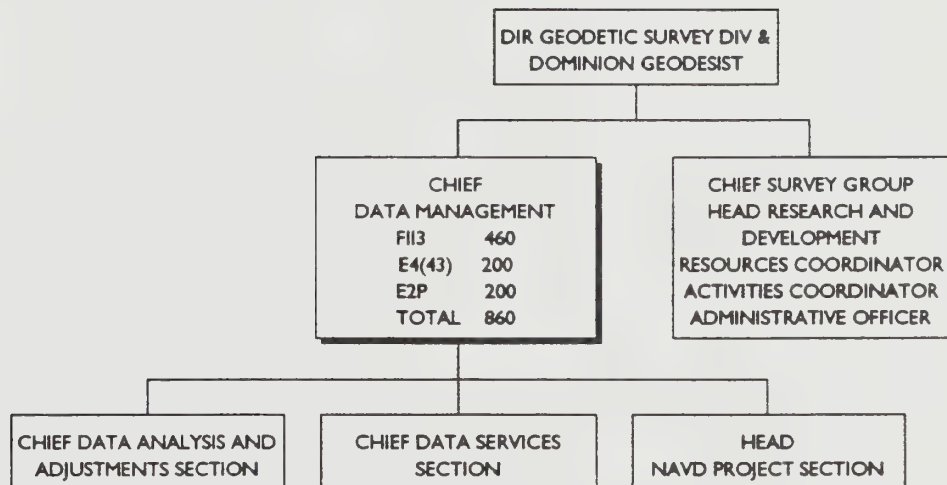
ACCOUNTABILITY/DECISION MAKING

- E Acts within the broad practices and procedures of the Division in meeting well-defined objectives for the management of geodetic data and systems.
- 2P The position has a primary impact on division activities. The proxy selected to represent these activities is a budget of \$657,988 (Constant).
- 200 Middle number reflects the direction provided by the supervisor who has responsibility for all activities in a scientific field.

SUMMARY

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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: G-4-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: H-10-A

POSITION TITLE: Assistant Deputy Minister, Policy and Coordination

GENERAL ACCOUNTABILITY

Is accountable for ensuring that short and long-term strategic transportation issues are identified and that departmental strategies and policies to address them are developed.

ORGANIZATION STRUCTURE

This is one of thirteen positions at the first level reporting to the Deputy Minister. The others are: ADM Aviation; ADM Marine/Coast Guard; ADM Surface; ADM Personnel; ADM Finance; Executive Director, Airports Authority Group; DG Review; DG Security and Emergency Planning; DG Public Affairs; the General Counsel; the Inspector General, Transportation Safety; the Executive Assistant.

Specific functions of the eight positions reporting to the ADM are:

Director General, Policy and Coordination (Staff of 4) is responsible for the direction of various complex and high profile assignments in such areas as economic and regulatory reform, regional transportation initiatives, sovereignty, safety, cost recovery and the implementation of government policy associated with freedom to move measures; monitors and oversees the integration of various administration policy and planning activities that will result in coherent, consistent multi-modal transportation policies and consistency in approaches to planning activities; replaces the ADM Policy Coordination in his/her absence.

Director General, Economic Analysis (Staff of 28) is accountable for coordinating the acquisition and analysis of data for all modes and the provision of transportation statistics in support of the varied policy, planning, programming and administrative requirements of the Department.

Director General, Strategic Policy (Staff of 27) is accountable for preparing strategic policies and associated programs and legislation which will be effective and efficient and be written within the parameters of approved resources; for reviewing and analyzing major Cabinet and Treasury Board submissions and corporate plans originating within the Department, in other government departments or in Crown corporations for which the Minister is responsible to ensure that they are consistent with government policies and departmental strategic directions.

Director General, Research and Development (Staff of 65) is accountable for the policy, planning, programming and evaluation of transportation research and the management of specific transport technology research and development projects.

Director General, Coordination (Staff of 83) is accountable for directing the coordination of the Department's responses to day-to-day government or departmental issues which involve more than one departmental group; coordinates the Department's federal, provincial, industrial

and international relations; directs the functions of the departmental secretariat; ensures departmental compliance to the requirements of the Privacy and Access to Information, and Human Rights Legislation.

Director General, Air Policy and Programs (Staff of 26) is accountable for the development and formulation of domestic air policies to meet the requirements of domestic air transportation services and facilities; provides assistance in negotiating and maintaining international and bilateral air agreements; administers covenants and clauses of subsidy programs which relate to air transportation.

Director General, Marine Policy and Programs (Staff of 43) is accountable for the development and formulation of marine policies and programs which govern both domestic and international use of Canada's waterways and ports.

Director General, Surface Policy and Programs (Staff of 56) is accountable for developing and formulating programs and subsidies, implementing and administering other than safety policies related to federal surface transportation in Canada including the movement of rail freight, the accommodation and movement of passengers by rail or bus, the domestic use of trucks on Canadian highways, the construction and maintenance of highways and related urban transportation systems.

NATURE AND SCOPE

The Department is responsible for the development and operation of a safe and efficient national transportation system. The Department provides policy direction and operates specific elements of the system including the Canadian Coast Guard, 110 international, national and regional airports and the air navigation system. The Department has regulatory responsibilities for the transportation of dangerous goods, the licensing of transportation personnel and the development and enforcement of safety regulations covering air, marine and surface modes of transportation.

Departmental functions are carried out through a headquarters organization comprising groups responsible for policy and coordination, review and central services, for transportation operational groups (Aviation, Marine, Surface and Airports Authority) with employees situated across Canada, and a number of Crown corporations.

The ADM Policy and Coordination is responsible for providing the strategic framework and planning mechanisms that will provide department-wide direction on basic objectives to meet the departmental mandate. The ADM also directs the monitoring and analysis of all major planning activities and policy/system and resources proposals generated both within and outside the Department in order to ensure that there is a consistent, comprehensive approach to transportation issues facing the Department.

The ADM directs a number of activities which have an immediate impact on the various areas of the Department's responsibilities. He/she oversees the administration of approved federal subsidies, grants and contributions allocated to negotiated joint agreements, contracts and programs/projects; the negotiation of international, national and federal-provincial agreements; the research function.

The ADM advises the Minister on policy issues regarding Crown corporations which report to the Minister including their corporate planning process. The incumbent must provide accurate and objective analyses and advice on all significant transportation issues; policy proposals generated by the ADM must be relevant, practical and timely.

The ADM is a member of the departmental management committee which provides advice in the establishment of departmental objectives, priorities and strategies.

The ADM is in daily contact with politicians, senior members of the Department, senior officials of other departments, provincial and municipal governments and industry: VIA Rail, Canadian National, Canadian Pacific, ferry operators, marine and air carriers, and highway organizations.

DIMENSIONS (Constant Dollars)

Person-Years:

Department	20,202
Group	334

Salary, operating and maintenance budget:

Department	\$149,517,020
Group	\$ 4,962,779

Payments (Subsidies, Grants and Contributions):	\$287,786,810
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SPECIFIC ACCOUNTABILITIES

- 1 Ensures that a comprehensive strategic policy framework is in place to guide the program activities of the Department.
- 2 Ensures that the planning function supports the strategic directions of the Department.
- 3 Directs all aspects of transportation data, planning, research and development in cooperation with private industry, carriers, academic centres, and units within the Department and Crown corporations and agencies.
- 4 Maximizes the impact of transportation research and development systems by the development of effective policies and objectives and management of allocated resources.
- 5 Contributes to the development of international policies and programs and negotiates international agreements in approved departmental programs such as bilateral air, vessel traffic and bridge agreements.

NUMBER: H-10-A

- 6 Develops the policies for and manages a number of transportation subsidy programs such as rail passenger, water transportation, etc.
- 7 Effectively manages the resources allocated to the group.

EVALUATION RATIONALE

Assistant Deputy Minister, Policy and Coordination

KNOW-HOW

- G Mastery of departmental programs and government policies related to the changing requirements for changes in civil aviation, surface transportation and marine vessel movements; also a broad knowledge of Crown corporation programs associated with the Department.
- IV Manages and coordinates the formulation of long range objectives, strategies and policies; implications are for all modes of transportation; initiates policy positions with private industry and other levels of government.
- 3 Successful achievement of objective requires the incumbent to advise senior management on strategic directions and to convince management to adopt appropriate course of action.
- 1056 High number reflects the expertise required in all departmental policies and programs as well as those of Crown corporations.

PROBLEM-SOLVING/THINKING

- G Develops long range plans, in many cases requires reconciliation of divergent points of view both internally and externally in both national and international areas of concern.
- 4 Negotiation of international agreements, policy, strategic positions to be taken, thrusts and identifying new program initiatives require a high degree of constructive thinking.
- (66) Higher percentage reflects the requirement of the position to identify, recommend and support new directions for the Department.

ACCOUNTABILITY/DECISION MAKING

- G Reporting to the Deputy Minister, the position ensures that the Department has a coherent policy direction for all modes of transportation both domestically and internationally.
- 5C The position has a contributory impact on all activities undertaken by the Department. The proxy used to represent these activities is a budget of \$149.5 Mil (Constant) and payments of \$287.8 Mil (Constant).
- 700 High number reflects the exceptionally strong influence of the position on the direction taken by the government with respect to transportation, including Crown corporations.

SUMMARY

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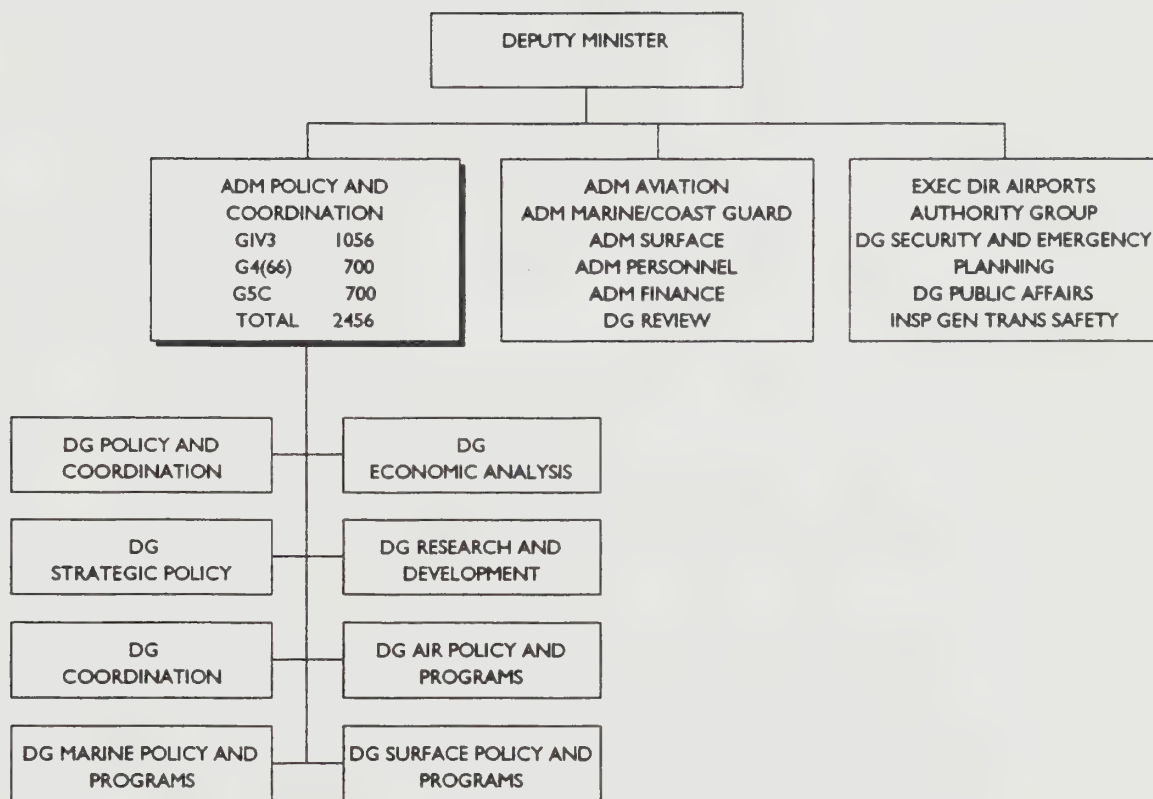
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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: H-10-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: H-9-A

POSITION TITLE: Assistant Deputy Minister, Corporate Policy and Communications

GENERAL ACCOUNTABILITY

Is accountable for defining the departmental strategic policy framework; the analysis and advice to support senior management decision making; cross sectorial coordination and policy advice; directing effective internal audit, program evaluation and departmental secretariat services; advising, planning and directing the Department's environmental responsibilities, and the information to be communicated to the public on federal policies, strategies and programs affecting energy, minerals and earth sciences.

ORGANIZATION STRUCTURE

This is one of eleven positions at the first level reporting to the Deputy Minister. The others are the Administrator, Petroleum Incentives Administration; the Administrator, Canada Oil and Gas Lands Administration; ADM Energy Policy, Programs Conservation; ADM Energy Commodities; ADM Mineral and Energy Technology; ADM Geological Survey of Canada; ADM Surveys, Mapping and Remote Sensing; ADM Mineral Policy; ADM Human Resources; and ADM Finance and Administration.

Specific functions of the four positions reporting to the ADM Corporate Policy and Communications, are:

Director General, Policy Coordination (Staff of 36) directs the conduct of special studies/analyses required to coordinate and integrate departmental operations and to develop common and coordinated policy positions on issues that cut across several departmental sectors or programs.

Director General, Communications (Staff of 95) directs the planning and management of the communications program of the Department, with regard to all departmental programs and activities.

Director General, Audit and Evaluation (Staff of 29) directs the development and direction of the program evaluation and internal audit programs of the Department.

Director, Environmental Affairs (Staff of 5) directs the development and management of the Department's environmental responsibilities in the energy, minerals and earth science areas.

NATURE AND SCOPE

The mandate of the Department covers a wide range of activities, including energy and mineral policy development, industry regulation and program delivery, scientific and technological research, surveying and mapping, remote sensing, the survey of the geology of the Canadian landmass and offshore areas (including mineral and energy resources and conditions affecting land and seabed use), and the administration of the Explosives Act.

The ADM is accountable for developing the strategic framework required for senior management for the effective coordination and integration of departmental operations. The position is also accountable for directing additional reviews, analyses and support which may be required for effective senior management decision-making. While departmental program sectors are responsible for the provision of advice falling within their mandates, the ADM is responsible for providing overall coordination and policy advice for those departmental activities carried out in support of, or in conjunction with, initiatives of other departments and agencies, which cross sector or program lines and which are not the exclusive responsibility of a program.

The ADM is responsible for maintaining close liaison and collaboration with central agencies in order to be apprised of Cabinet and Cabinet Committee activities, to ensure the views of the Department are fully taken into account, and to advise the Minister and Minister of State and the Department on key strategic issues. The incumbent oversees the preparation and tracking of departmental submissions to Cabinet, Treasury Board and Governor-in-Council; controls and tracks ministerial correspondence; provides executive secretariat services to the departmental executives, management committees and other departmental committees; and ensures follow-up to executive and management committees' decisions. The ADM supports the Minister and Minister of State in relation to Cabinet and Cabinet Committees by providing appropriate analyses, briefing notes, and advice. The incumbent coordinates departmental contributions to the various Cabinet Committee work plans, monitors expenditure and envelope management decisions by Cabinet Committees, and coordinates departmental submissions to periodic auctions.

The ADM develops policies and programs to inform industry, the general public, the mass media and other opinion leaders with regard to all departmental activities. A key responsibility is to integrate departmental policy and communications with particular reference to the needs of the Minister and Minister of State in speeches and other activities. To this end, the ADM ensures the preparation, or coordinates the preparation of ministerial speeches.

Internal Audit and Program Evaluation are independent and objective management control functions exercised by the Sector on behalf of the Deputy Minister. The incumbent is accountable for ensuring that these functions operate objectively, independently, and in a timely manner, in accordance with the standards and guidelines established for the functions by the Office of the Comptroller General. With a wide variety of skills and capabilities necessary to discharge the functions effectively, the incumbent must seek out and obtain the necessary resources to ensure that the audits and evaluations are meaningful and provide an adequate basis for decisions by senior executives. Where necessary, the ADM will negotiate with other Assistant Deputy Ministers to resolve, to the extent possible, conflicts or disputes in respect of the intentions or results of audits and evaluations. The maintenance of effective liaison between the Department, the Auditor General and Central Agencies in respect of these two functions is a continuing responsibility of the Sector.

The ADM is accountable for ensuring that the Department fulfils its environment obligations in the energy, mineral and earth sciences areas; for coordinating the Department's response to changing federal and provincial environmental policy initiatives; and for informing senior management on the environmental consequences of energy and mineral endeavors.

The ADM has a major impact on the content of departmental policies and programs and on overall policy initiatives. As a member of the departmental executive, the incumbent provides authoritative advice to the Minister, the Minister of State and the Deputy Minister on the establishment of the Department's policies, programs and objectives.

DIMENSIONS (Constant Dollars)

Direct Responsibility:

Staff	168 person-years
Salary, operating and maintenance budget:	\$3.58 Mil

Department:

Staff	4,744 person-years
Salaries	\$54,167,143
Operating	\$46,886,091
Capital	\$ 8,197,362
Grants and Contributions	\$63,717,985
Revenues	\$ 2,695,443

SPECIFIC ACCOUNTABILITIES

- 1 Provides the strategic policy framework for all major departmental policy initiatives.
- 2 Develops and directs the strategic policy and coordination of functions for the Department as a whole.
- 3 Ensures that the Deputy Minister, Minister and Minister of State receive timely information and advice concerning Cabinet or Cabinet Committee matters, strategic policy and foreign government and provincial/territorial initiatives.
- 4 Develops and directs the departmental Communications, Program Evaluation, Internal Audit Programs and the Department's environmental responsibilities in the energy, minerals and earth sciences areas.

EVALUATION RATIONALE

Assistant Deputy Minister, Corporate Policy and Communications

KNOW-HOW

- G Mastery of concepts, techniques and theories in the field of overall departmental policy coordination and integration of communications, program evaluation, internal audit and of the environment in order to maintain an overview of and coordinate ministerial and departmental activities.
- IV Operational coordination of policy functions throughout a scientifically-oriented department, evaluation of problems, achievements and operation of departmental communication policies and programs and provision of effective advice to senior management and conceptual coordination of departmental strategic planning and policy development.
- 3 Successful achievement of objectives requires motivating a staff of 170, representing the Department in interdepartmental discussions on issues related to economic development policies and programs.
- 920 Middle number reflects the position's role as primary source of strategic advice for senior management.

PROBLEM-SOLVING THINKING

- G Thinking within very broad general federal policies and goals in analyzing government priorities, assessing their impact on department programs, in planning and directing the communication programs; in ensuring that the Department fulfils its environmental obligations in the energy, mineral and earth sciences areas; in ensuring that the internal audit and program evaluation functions operate objectively, independently and in a timely manner.
- 4 Analytical and constructive thinking is required to provide the analysis, support and management control necessary for the effective coordination and integration of departmental operations. Incumbent must define, analyze and determine the appropriate course of action.
- (66) Higher number reflects requirement to develop strategic responses to complex issues.

ACCOUNTABILITY/DECISION MAKING

- G Reporting to the Deputy Minister, acts, subject to broad guidance, to develop and direct the departmental policy coordination, communications, program evaluation, internal audit programs and the departmental environmental responsibilities in the energy, minerals and earth sciences areas.
- 3P The position has a primary impact on the Sector. The proxy selected to represent the Sector is an annual operating budget of \$3.6 mil (Constant).
- 700 Highest number reflects the position's autonomy in dealing with the complexity of links between Ministers' offices, central agencies and senior managers and its impact on the department's operations.

SUMMARY

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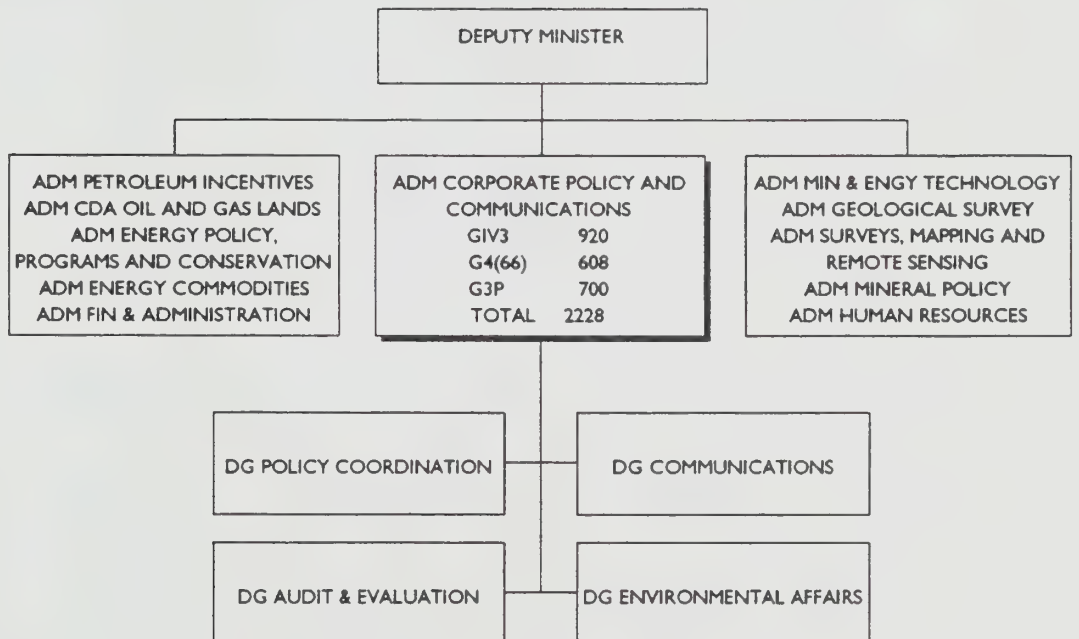
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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: H-9-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: H-9-B

POSITION TITLE: Assistant Deputy Minister, Corporate Policy

GENERAL ACCOUNTABILITY

Is accountable for the management of the corporate strategic and policy planning function, including overall priority setting for the Minister's total portfolio responsibility.

ORGANIZATION STRUCTURE

This is one of five positions at the first level reporting to the Deputy Minister. The others are the ADM Telecommunications and Research; ADM Spectrum Management and Regional Operations; ADM Cultural Affairs; and ADM Corporate Management.

Specific functions of the eight positions reporting directly to the ADM Corporate Policy are:

Director General, Strategy and Plans (Staff of 23) designs, manages and coordinates the global policy and program strategy of the Department to ensure that the activities of the various sectors are integrated and that critical linkages are taken into account in the planning activities of the various sectors.

Director General, Federal-Provincial Relations (Staff of 16) develops policies, strategies and tactics to advance the interests of the federal government in communications and culture through information exchange, coordination, consultation and/or negotiation with provinces on federal policies and programs.

Director General, International Relations (Staff of 34) conceptualizes, develops and implements policies, programs and strategies required at the international level to promote, protect and achieve national communications interests and objectives.

Director General, Information Services (Staff of 34) develops and implements departmental information and public affairs policies and programs; plans and coordinates the operation of the Information Services Branch.

Senior Counsel, Legal Services (Staff of 4) provides advice and makes recommendations with respect to the legal aspects of all policy and operational responsibilities of the Department.

Director, Internal Audit (Staff of 6) manages the comprehensive internal audit program of all operations and activities of the Department in order to improve program performance and attain government and departmental objectives.

Director, Program Evaluation (Staff of 6) plans and manages the evaluation of departmental programs and activities in support of senior levels policy formulation and decision-making.

Director, Sector Planning & Coordination (Staff of 8) manages and directs the management, planning and control mechanisms and processes for the sector.

NATURE AND SCOPE

The Canadian Communications and Cultural Environment is directly affected by rapidly changing technologies for the creation, processing, storage and distribution of information and their applications whether commercial, cultural or social. Canada is a world leader in the telecommunications field and its advances have relatively few precedents on which fundamental policy decisions can be based.

Many of the issues that arise relate to sensitive concerns facing the government, since they often have a bearing on such questions as freedom of speech, national sovereignty and identity, and the overall character of the country's intellectual and cultural life. In this context, the main challenge over the next few years for the ADM will be to devise a coherent package of policies and legislation to ensure the balanced development of technology, content and the telecommunications infrastructure with optimal participation by the private sector and the various creative communities.

The ADM has the responsibility to develop global planning and policy strategies which set objectives and priorities for the Department as a whole in order to harmonize its research, development, operational, financial, cultural and communications policy activities and align them with public needs.

The diverse and rapidly evolving environment faced by the Department and the Minister's portfolio of cultural agencies necessitates the development of comprehensive and integrated strategic planning to identify and establish a clear and consistent set of departmental objectives and strategic priorities. These must guide management in reallocating resources, articulating the Department's overall mission, and improving the Department's ability to communicate with the Canadian public, specific client groups and with provincial and foreign governments. The ADM Corporate Policy provides functional guidance to senior management throughout the Department in the preparation of all departmental Memoranda to Cabinet, strategic overviews and Treasury Board submissions having potential cross-sectoral, federal-provincial, financial, regional or international implications.

The ADM Corporate Policy is also responsible for the objective evaluation of all departmental policies and programs and the comprehensive internal audit of all operations and activities. The evaluations provide the basis for proactive policy formulation by senior management and for the strategic assessment of policy directions.

Of particular importance for the ADM in carrying out his/her responsibilities for strategic policy and planning are splits in jurisdiction between federal and provincial levels of government. Telecommunications is subject to regulation at both the federal and provincial levels and culture is a concurrent jurisdiction.

The ADM Corporate Policy assumes a lead role in complex federal-provincial negotiations/discussions at multilateral and bilateral levels and in the areas of both communications and culture.

The ADM Corporate Policy assumes a lead role in the implementation of the Department's international interests. This includes the protection and promotion of national communications and cultural objectives and goals in multilateral fora such as the International Telecommunications Union, the Organization for Economic Cooperation and Development and UNESCO and in bilateral relations with Canada's major trading partners and developing countries. The ADM is responsible for ensuring compatibility of national and international policy directions by monitoring significant international developments and ensuring that they are taken into account in the formulation of national communications and cultural policies. Major areas of current concern relate to all aspects of the extensive and sensitive Canada/U.S.A. communications and cultural relationship, especially in the context of free trade and the trend towards deregulation of telecommunications in the U.S.

The ADM is accountable for the provision of effective departmental information services to ensure that the Minister, Deputy Minister and senior management are advised on all public affairs matters; and that appropriate departmental information and public affairs policies and programs are developed and implemented, including support for international trade fairs and exhibitions. The ADM is also accountable for the management of legislation and legislative amendments for the Department, with particular emphasis on revisions to copyright legislation which provides the statutory basis for the activities of many of the Department's industry clients.

As a member of the Senior Management Committee, the ADM Corporate Policy provides authoritative advice to the Deputy Minister and the Minister on establishment of the Department's policies, programs and objectives.

DIMENSIONS (Constant Dollars)

Direct Control

Person-Years	131
Salary, operating and maintenance budget	\$1.9 Million

Departmental Totals

Budget	\$440 Million	(including Government Telecommunications Agency)
Person-Years	2,397	

SPECIFIC ACCOUNTABILITIES

- 1 Provides the strategic policy framework for all major Departmental policy initiatives.
- 2 Assumes a lead role in federal-provincial and international negotiations to ensure that federal objectives for communications and culture can be realized and to safeguard the integrity of a national system of telecommunications.
- 3 Ensures that the interests of all sectors of the communications and cultural industry and of the provinces are taken into account in the policy formulation process and that an

acceptance and comprehension of basic reasons for proposed government policies be promoted in contacts with industry, arts groups and provincial representatives, news media and foreign governments and international organizations.

- 4 Ensures the development and operation of a credible and effective program evaluation function and a comprehensive internal audit program within the Department.
- 5 Ensures that the Minister and Deputy Minister are fully advised on all public affairs matters affecting the Department and the portfolio, and that the public affairs and information function is effectively carried out within the Department.
- 6 Ensures that effective legal services are available to provide useful and timely advice on all legal aspects of the activities of the Department.

EVALUATION RATIONALE

ADM, Corporate Policy

KNOW-HOW

- G Mastery of telecommunications and cultural fields and specific knowledge of strategic planning, departmental priority setting, program evaluation, internal audit, international interests, federal-provincial relations and legal services.
- IV Position coordinates policy development and strategic planning on a departmental-wide basis which can impact on resource allocation and operations.
- 3 Successful achievement of objectives requires representing the Minister at Cabinet Committees to defend policy initiatives, assuming a lead role in federal-provincial and international negotiations.
- 920 Middle number reflects the broad knowledge of a technical nature in coordinating policy and strategic planning initiatives to meet the government's goals in the cultural and telecommunications fields.

PROBLEM-SOLVING/THINKING

- G Main thrust of the position requires thinking with concepts, principles and broad guidelines which are dependent upon political initiative.
- 4 Evaluative and analytical thinking required to determine courses of action for government policy, and cultural and communications sector.
- (66) High percentage reflects the nature of the position of providing strategic leadership for departmental programs.

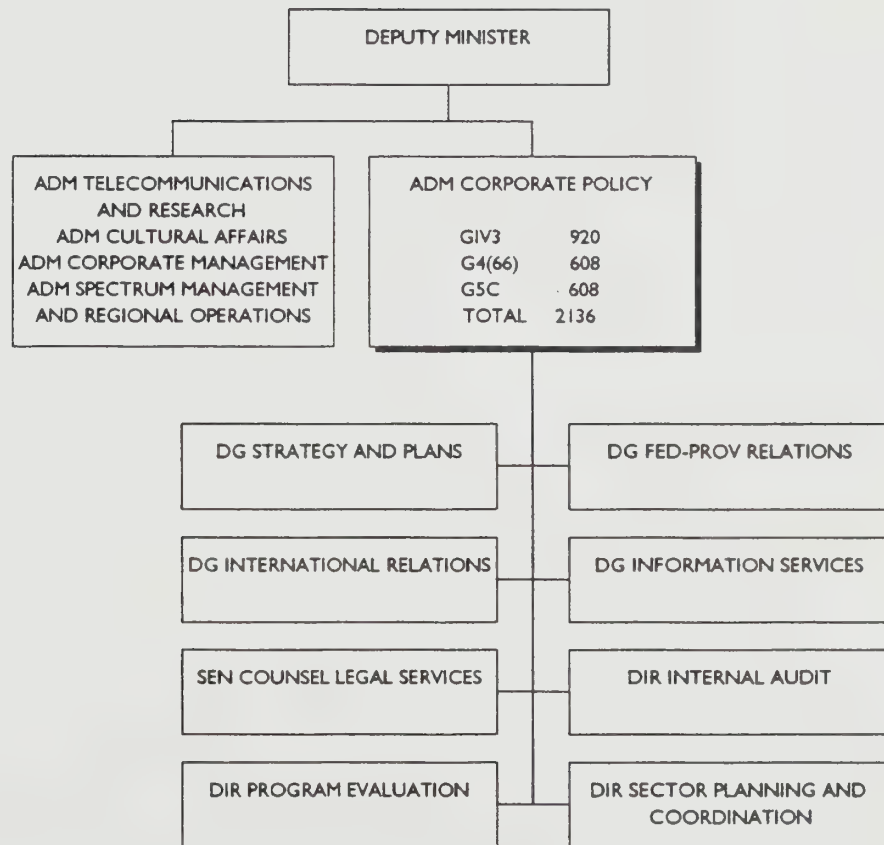
ACCOUNTABILITY/DECISION MAKING

- G Position reports to the Deputy Minister. Therefore, the position is subject to only general guidance.
- 5C Reflects a contributory impact on the departmental programs. The proxy selected is the department's operating budget of 440 Mil (Constant).
- 608 Middle value is assigned to reflect the major role the position plays in policy development and strategic coordination.

SUMMARY

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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: H-9-B



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: H-8-A

POSITION TITLE: Director General, Legislative Review

GENERAL ACCOUNTABILITY

Is accountable for the Department's legislative modernization and policy development program to meet the government's objective of a legal framework that is easier for business to work with, reinforces the entrepreneurial spirit of Canadians and stimulates the economy.

ORGANIZATION STRUCTURE

This is one of four positions at the second level reporting to the ADM Bureau of Policy Coordination. The others are: Director, Corporate Services and Research; Director, Communications; and Director, Planning and Management Services Branch.

Specific functions of the positions reporting to the Director General are:

Director, Consumer and Corporate Legislative Review (Staff of 10) is responsible for developing policy and supporting legislation through Parliament on such consumer issues as consumer protection, consumer credit, product safety and trade and on such corporate issues as corporate law, bankruptcy, securities and credit.

Director, Intellectual Property Legislative Review (Staff of 11) is responsible for developing policy and supporting legislation through Parliament and international fora on such issues as patents, copyright, trade marks and industrial design.

NATURE AND SCOPE

Since 1985 the government has initiated new policies for the economic renewal of Canada to shape a fair and healthy market system, reinforce Canadian entrepreneurial spirit and stimulate the economy. The shift in policy and style toward regulatory mechanisms versus grants or new programs has opened up long dormant areas of responsibility and authority for this position. Because any new government would also be faced with significant resource constraints, this tendency to use regulation as opposed to new government-funded grants and programs will continue. As a result, there is an increasing demand for changes to some seventy departmental laws and regulations affecting the fair, effective and efficient operation of the marketplace.

In addition to the impact of new government policy, the new Charter of Rights, the new parliamentary committee system and the evolving role of the Senate have added complexity domestically, while the increasing importance of intellectual property worldwide as a means of transferring technology and of encouraging foreign investment, the need for extensive international consultation on trade issues, and the lack of consumer confidence in world financial markets and stock exchanges have added additional layers of international complexity

to the responsibilities of the incumbent. This added complexity includes responsibility for representing the Department in negotiations, and coordinating private sector and interdepartmental input into developing Canadian positions on intellectual property/trade issues for resolution in the Canada-U.S. trade negotiations, the new GATT multilateral trade negotiations (Uruguay Round), OECD trade discussions and World Intellectual Property Organization (WIPO) treaty negotiations.

It is within this context that the Director General provides the creative and intellectual focal point and is the driving force behind initiatives to not only maintain, but also to shape the fair, effective and efficient operation of the marketplace, primarily by ensuring clear rules, adequate competition and accurate information. In doing so, the Director General has a fundamental responsibility for maintaining Canada's competitive advantage and, thus, laying the foundation for future prosperity in a world characterized by accelerating technological change and increasing complexity for both consumers and corporations.

Since 1985 the Department has entered a new phase of evolution, one which puts the incumbent in a fundamentally new relationship from that of supporting the operational bureaux to that of directing the Department's policy and legislative future. Moreover, while consultation and coordination with the private sector have always been important, the requirement to maintain close liaison with the Canadian business community throughout all phases of the policy development and legislative review process has become of central importance.

The government's new policies call for the initiation of new laws by the position to "shape" the market system. In bringing these new government initiatives to fruition all policy/legislative projects involve project teams and these teams are now led by LRB staff, with input and representation from the operational bureaux. Accordingly, the incumbent is expected to provide broad policy and legislative leadership both within the public and private sectors domestically and abroad, in the development of a legal market framework which has clear rules, is easier for business to work with, and yet also protects Canadian consumers.

Within the foregoing context, the Director General is accountable for the review and reform of legislation and its underlying policy. The incumbent provides a coordinating managerial role between bureaux regarding such legislative/policy initiatives and provides support and expertise for the introduction and passage of legislation. As well, the Director General provides the necessary input into various international, federal-provincial, and interdepartmental bodies as they relate to laws and regulations for which the Department is responsible. He/she has a particular responsibility with regard to the accession to international treaties and conventions since the provision of rights to foreign nationals must be integrated with the rights given domestically to Canadian citizens and corporations. Beyond these public sector interrelationships, the Director General has a major, ongoing responsibility for maintaining close liaison with the Canadian business community throughout all phases of the policy development and legislative review process.

Finally, because of the diversity of the Department's legislative program and the responsibility of the ADM for other non-related programs, the Director General is expected, in addition to directing the Department's legislative activities, to assume responsibility for the associated policy development issues requiring interdepartmental, intergovernmental, and international negotiations. Consequently, the Director General is designated to act with full authority for the ADM in that person's absence or at other times as so directed.

DIMENSIONS (Constant Dollars)

Person-Years:

Department	2,244
Subordinate Staff	25

Salary, operating and maintenance budgets:

Department	\$32,981,294
Unit	\$340,000

Legislative and regulatory proposals originating from, or reviewed by, the Director General may have a direct impact on production costs and pricing practices of significant market sectors in the Canadian economy, e.g. patent royalty regime, labelling and packaging standards, product safety standards, copyright, and dozens of others.

SPECIFIC ACCOUNTABILITIES

- 1 Develops annually a short and long term legislative reform plan highlighting a national legislative reform strategy for the Department.
- 2 Organizes and coordinates, in consultation with interested parties, intra- and interdepartmental reform projects, for each major statute in the legislative reform program, to develop the appropriate policy changes and their rationale.
- 3 Directs the development of technically feasible and politically marketable packages of policy proposals on each major statute. Manages the Department's relationship with the Minister's office in developing these packages.
- 4 Provides authoritative policy advice to senior management and to the Minister directly, analyzing the range of available policy options and their impact on the interests of affected parties and making specific recommendations for action; directs the drafting of laws to correspond to the Minister's Cabinet-sanctioned policy parameters and supports the Minister in and manages the process of maneuvering the legislation through the Houses of Parliament.
- 5 Directs the development of the regulations pursuant to each statute, in consultation with private sector interests and in accordance with the government's regulatory policy, and manages the establishment of new agencies or boards.
- 6 Designs an economic, legal and commercial impact framework for each piece of legislation to meet statutory review requirements written into the laws.
- 7 Represents Canada at international meetings to negotiate international conventions or treaties on intellectual property laws and on revisions to the General Agreement on Tariffs and Trade (GATT). Coordinates and develops the Canadian positions at these international meetings. Balances Canada's international obligations and policy positions against domestic interests in developing amendments to federal intellectual property statutes.

NUMBER: H-8-A

- 8 Manages the overall personnel and financial resources of the Branch in an efficient and effective fashion, and replaces the Assistant Deputy Minister when so directed or in his/her absence, with full decision-making responsibility.

EVALUATION RATIONALE

Director General, Legislative Review

KNOW-HOW

- G Mastery of the concepts and theories related to commerce and consumerism and their relevance to Canada's marketplace; expert knowledge of departmental programs, policies, and legislature framework is required coupled with comprehensive knowledge of federal-provincial relations with respect to marketplace authority and responsibility, existing legislation affecting the Canadian marketplace, and its socio-economic and international ramifications.
- III Responsible for the overall direction of the department's policy research program, the review and reform of departmental legislation and its underlying policy as well as providing leadership in bilateral, federal, provincial, interdepartmental, and international negotiations.
- 3 Successful achievement of position's objectives requires providing briefings to the Ministers on all major departmental proposals going to Cabinet as well as in co-ordinating the research function and in negotiating policy stances with officials of other departments, governments and industry.
- 800 Highest number reflects responsibility to act interchangeably with the ADM in legislative reform initiatives, which significantly affect the programs and policies of the Department.

PROBLEM-SOLVING/THINKING

- F Thinking within broadly defined departmental objectives provides the focal point and the driving force behind initiatives to not only maintain but also to shape a fair and healthy market system for Canada.
- 4 Analytical and constructive thinking required to meet responsibility as prime legislative advisor to the Departmental Issue Committee and the Minister in determining the direction of future policy development and legislative initiatives to be pursued by the Department.
- (57) Higher percentage indicates the thinking freedom inherent in developing directions for the future.

ACCOUNTABILITY/DECISION MAKING

- F Reporting to the ADM, Policy Co-ordination, receives broad general guidance, as senior subordinate to the ADM, and complements the ADM in technical and management capabilities.
- 4S The position has a strong contributory impact on departmental activities. The proxy selected to represent these activities is a budget of \$33 Mil (Constant) annually.
- 400 Number reflects exceptionally heavy impact on the entire departmental mandate, strategic direction and some impact on non-public service funds.

SUMMARY

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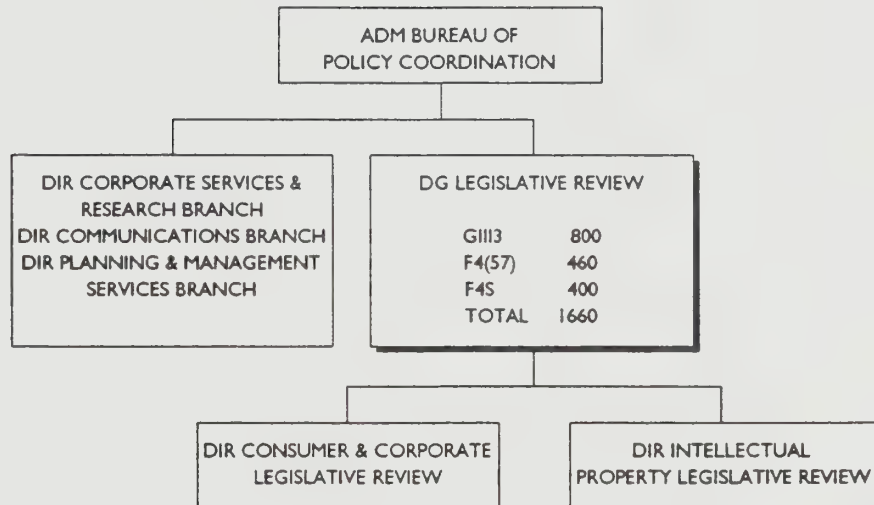
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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: H-8-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: H-6-A

POSITION TITLE: Director General, Policy and Evaluation

GENERAL ACCOUNTABILITY

Is accountable for the research design, development, implementation and review of program policies and procedures for federal government common services, supply services and Receiver General programs, to effectively support departmental aims and objectives while responding to government social, economic and regional development objectives.

ORGANIZATIONAL STRUCTURE

This is one of seven positions at the second level reporting to the Assistant Deputy Minister, Corporate Policy and Planning. The other six are: Director General, Planning and Program Development; Director, Internal Audit; Director, Parliamentary and Cabinet Affairs and Coordination; Director, IMAA Project; Corporate Secretary; Trade Negotiations Officer.

Specific functions of the eight positions reporting to the Director General are:

Director, Contract Quality Assurance Branch (Staff of 8) directs the review, assessment, and recommendation for approval of high value supply program procurement plans and supply program contracts prior to their awarding as well as the effective management of the supply program procurement quality assurance system.

Director, Evaluation (Staff of 5) directs project teams conducting scheduled/directed evaluations of programs, policies and Major Crown Projects (MCPs) of the Department.

Senior Policy Advisors (3) conduct research, analysis, evaluation and development of policies in the areas of costing and pricing, i.e., profit policy, financial components policies, communications services policies and issues in NATO and/or GATT.

Director, Strategic Issues and Major Projects (Staff of 3 plus [5] matrix staff) conducts the research, design, development and the operation of national program policies, procedures and directives and the execution of major corporate policy development projects responding to strategic concerns, issues and opportunities.

Director, Policy Review and Implementation (Staff of 2 plus [5] matrix staff) directs the review, monitoring, quality control, implementation and interpretation of program policies and directives.

Project Management and Support Officer (Staff of 5) directs the provision of support services to the Directorate including the management of directorate/departamental administrative systems.

NATURE AND SCOPE

The Department presents a diverse, ever-changing, and complex environment. In responding to its three primary publics (taxpayers, suppliers and customer departments) it must provide a number of specialized services such as supply, procurement, Receiver General, and a number of common services such as professional, financial, auditing, management consulting and communications. Adding to this complexity is the need for the Department to operate largely on revenue dependency. The Department operates on a decentralized basis across Canada and in a number of other countries.

The Department must respond to often conflicting priorities such as providing for increased competition in contracting while meeting objectives set by the government for regionalization and industrial development. Equally relevant are the policy challenges presented by the influence of federal/provincial policy needs and the impacts of international trade agreements.

It is within this environment that the Director General is responsible for the development of program policies that guide the integrated operations of the Department, guide customer departments on supply, common services and related program matters, and guide suppliers in their interactions with the Department. Equally, program policies influence the achievement of government objectives in other areas such as regional and industrial development, employment equity and fair competition. The Director General is responsible for the execution of program/project evaluation responsibilities.

Policy work conducted involves output of three general types: new or amended policy and directives (e.g. profit policy revisions) outputs other than formal written instruments such as policy analyses, reviews, position papers and strategy papers for use in the Department, and policy advice and responses to Central Agencies, customers, other interested/affected departments, provincial government departments, and others (such as business associations) on policy development (e.g. application of federal budget sales tax revisions and Treasury Board Advisory Committee on Contract participation).

Policies and activities can have a significant impact on the expenditures of the Department on behalf of other departments and agencies. Contracting policies govern expenditures of approximately \$1.7 Bil (Constant). Industry/business is also affected. For example, profit policies restrict profit allowances on government contracts to 20% over cost. The Canadian public is also influenced through such things as procedures for the delivery of service programs such as the Family Allowance Program.

The Director General also provides a linkage to the service programs. By reviewing and coordinating policy and directives development, the position ensures consistency in the mechanisms for policy and program development and delivery. Along with program policy, the Director General is responsible for the development and promulgation of operational policies and procedures for supply services that provide a framework for supply activities. Such policy work offers a basis for realizing greater productivity in contracting. The Director General furthermore, must oversee the program policy and Major Crown Project evaluation work and related recommendations that measure the success of programs and activities in meeting the departmental mandate.

As well, the Director General is accountable for ensuring the effective development of Canadian policy input in the formulation of NATO policies to reduce impediments to international acquisition practices. The Director General also acts as a member of the Canadian negotiating team responsible for policy development and the formulation of Canadian government positions respecting the GATT Agreement on government procurement and other non-tariff issues forming part of the GATT Multi-lateral Trade Negotiations.

The Director General must meet the challenge of directing work to create new policy and revisions to existing policy caused by changes or developments in: international agreements; legislation and regulations; new cabinet decisions; central agency policies; Minister/Senior Management/DMC directions; departmental sector inputs; and customer department and industry representations. The challenge is heightened by the fact that policy changes must be initiated where existing legislation restricts the effective development of procurement and other initiatives. The incumbent must determine project priorities and assess the gravity of priority issues. He/she must consult and obtain agreement from senior managers to gain acceptance of policy plans and outputs.

The Director General's consultations reach beyond the Department and include other government departments, private sector businesses, industry associations and other levels of government. The incumbent must develop and maintain a consultation network to obtain useful input for the development of new revised policies, practices or procedures and for the subsequent evaluation of programs and activities.

The DG is responsible for overseeing the evaluation function of the Department which evaluates programs, policies and Major Crown Projects using in-house staff, seconded personnel, and private sector consultants. The Directorate must produce: frameworks for use in evaluations; evidence of the exercise of accountability of the Department; recommendations for changes, where appropriate, in legislation and operations in departmental programs/policy; support for departmental demands for resource allocation; assessment of program requirements, objectives, performance cost, and resource utilization; and recommendations as to changes or alternatives including expansion, reduction or cessation of program/project/MCP activity. In addition to actual evaluations, the Director General also controls the development of the entire evaluation mechanism of the Department.

To ensure corporate level coordination of policy evaluation and other development work relating to program/policy outputs, the Director General chairs numerous departmental standing committees and reports to the DMC, at minimum, on a quarterly basis. The Director General also chairs interdepartmental and/or intersector task forces involved in major policy reviews (e.g. Small Business; Profit Policy). The Director General is also a member of various Treasury Board contracting subcommittees, (e.g. Treasury Board Advisory Committee on Contracting) and chairs the Materiel Management Consultative Committee. The Director General also sits as a member of the Canadian negotiating team for GATT issues relating to procurement.

DIMENSIONS (Constant Dollars)

Person-Years:

Department	9,495
Directorate	39

Salary, operating and maintenance budgets:

Department	\$253,086,810
Directorate	\$587,979

SPECIFIC ACCOUNTABILITIES

- 1 Develops and directs an integrated departmental approach to policy development and program evaluation.
- 2 Ensures that departmental policies and programs are relevant, realistic and responsive to its mandate, customer needs and government objectives.
- 3 From program, policy and MCP evaluation work and program policy development efforts, recommends changes to legislation and government policy and recommends alteration, expansion, cessation or replacement of program components and projects to increase effectiveness, efficiency and economy.
- 4 Provides clear evidence to government and the public of the Department's exercise of accountability at the program level through evaluation activities.

EVALUATION RATIONALE

Director General, Policy and Evaluation

KNOW-HOW

- G Mastery of departmental policies, objectives and operations, and of the relationships with client departments and services provided to them: knowledge of concepts, techniques and theories of evaluation as well as their applicability to the areas of concern to the Department and in relation to departmental policies and goals; knowledge of the research, design, development, implementation and review of program policies and procedures for federal government common services, supply services and Receiver General Programs; knowledge of contract quality assurance.
- III Conceptual coordination and management of activities which are somewhat diverse in nature as they relate to policy development and program evaluation for the Department. Operational management of a staff of 39.
- 3 Successful achievement of objectives requires incumbent to manage staff of 39 and represent the Department at interdepartmental federal/provincial and international policy and program evaluation forums.
- 608 Lower number indicates that the expertise required to manage the Directorate is focused on inter-related activities.

PROBLEM-SOLVING/THINKING

- F Thinking within broadly defined policies to develop program policies that guide the integrated operations of the Department, customer departments, common services and suppliers; to oversee the evaluation of programs, policies and Major Crown Projects.
- 4 Analytical, evaluative and constructive thinking required in the assessment of the need for programs in term of government policy; the adequacy of objectives and programs design; results being achieved and benefits and costs of alternative methods.
- (57) Higher percentage reflects the degree to which the position must develop novel responses to the integration of departmental programs.

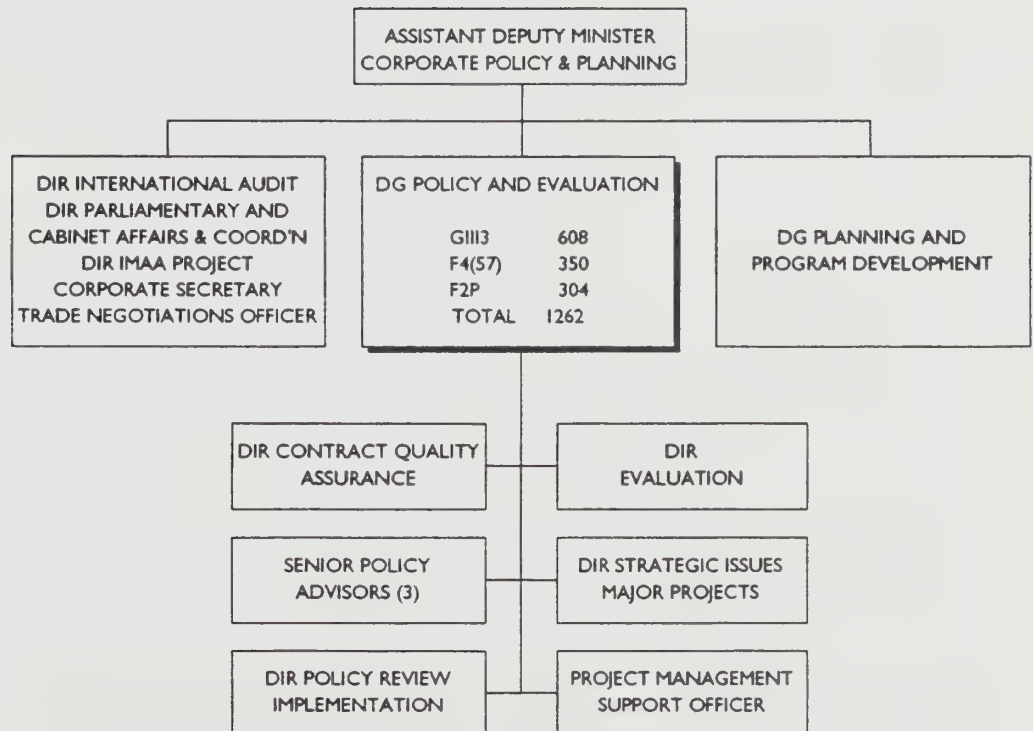
ACCOUNTABILITY/DECISION MAKING

- F Reporting to the ADM, Corporate Policy and Planning, receives general managerial direction in the conduct of the Policy and Evaluation Branch activities.
- 2P The position has a primary impact on Directorate activities. The proxy selected to represent these activities is an operating budget of \$587,979 and a staff of 39.
- 304 Middle number reflects the size of the budget and the direction provided by the supervisor.

SUMMARY

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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: H-6-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: H-5-A

POSITION TITLE: Director, Policy and Legislation

GENERAL ACCOUNTABILITY

Is accountable for ensuring that the legislative bases of the Excise Tax Act and the Excise Act are administratively feasible and consistent with the intent of tax policy; developing administrative policies and guidelines for use by taxpayers and Departmental officers in determining the taxable status of goods.

ORGANIZATION STRUCTURE

This is one of three positions at the third level reporting to the Director General, Excise Programs. The other two are the Director, Program Development; and Director, Project Management.

Specific functions of the three positions reporting directly to the incumbent are:

Chief, Legislation implements an ongoing program of research studies directed toward developing new tax measures and amendments, to keep the Excise Act and the Excise Tax Act consistent with the intent of tax policy and in tune with modern business practices; recommends changes in legislation to the Department of Finance; provides advice to Finance on the administrative feasibility of budget proposals or tax changes; assists the Department of Justice in the drafting of new legislation; and upon enactment of changes, provides taxpayers and departmental officers with policy statements and guidelines to ensure that such changes are fully understood.

Chief, Regulations and Remissions develops and implements all regulations and remissions relating to the Excise Act and the Excise Tax Act, examines and evaluates proposed legislation changes to these Acts, examines and evaluates requests for remission of taxes and duties imposed by these Acts and develops and implements policy guidelines.

Chief, Tax Strategy directs the examination of tax appeals under the Excise and Excise Tax Acts to the Tariff Board, the Federal Court and the Supreme Court in order to determine and recommend the departmental course of action; ensures consistent application of tax; develops and implements policy statements and guidelines consistent with court decisions, legislation and tax policy.

A staff of 12, organized in a matrix, reports to the three Chiefs.

NATURE AND SCOPE

The Branch employs approximately 1,500 persons at Headquarters in Ottawa and in ten regions across the country, who encourage accurate self-compliance by taxpayers and refund claimants. Over \$2.5 Bil (Constant) is collected from approximately 50,000 licensed taxpayers and over \$122 Mil (Constant) is refunded to 700,000 claimants. The enhancement of self-compliance and Branch control requires sound legislation and clear policy directives to both the taxpayer and Branch staff, otherwise there is a potential loss of revenue running into millions of dollars.

The Director, Policy and Legislation, identifies areas for review and directs research studies into these areas to ensure that the Excise Tax Act, the Excise Act and their related regulations and remissions, continue to be administered in such a manner as to reflect fiscal tax policy and to ensure that through time this administration has not been distorted or become obsolete. Such areas of review involve identifying the impact of taxes on competing products (imports versus domestically produced goods), the analysis of potential tax changes, consistency in tax application, etc.

The Director assists the Department of Finance in developing tax changes and advises them of the administrative feasibility of changes contemplated in federal budgets as well as their effect on the taxpayer. The incumbent also develops policies, interpretations and procedures to be employed in conjunction with these budgetary measures, and provides instructions and guidelines to taxpayers and departmental officers, to ensure the effective implementation of these measures. This means resolving such problems as the form the tax should take, who is to be liable for the tax, the provisions for the control, enforcement and administration of the measures, the description of the goods or services to be taxed or exempted in such a manner that follows demarcations recognized by the industry involved. Due to the secrecy that surrounds federal budgets these responsibilities must be performed without the benefit of consultation. Yet, within these confines the taxpayer and departmental officials must be informed immediately following the budget about new tax liabilities and responsibilities.

The Director is expected to exert influence of an administrative and compliance feasibility nature on the legislation and policies of other departments which affect the administration of Excise legislation. Paramount in this area is the liaison with senior officials of the Departments of Finance, Energy, Mines and Resources, Transport, and National Health and Welfare to explain the rationale and administration of branch policies, to obtain the introduction of specific amendments to strengthen the administrative provisions of the Acts, and to propose tax changes for possible inclusion in the federal budget.

Legislation and ensuing policies are sensitive to economic needs and to political demands, and affect the program administered by the Branch, especially as it relates to effectively collecting the revenue.

Both the Excise Tax Act and the Excise Act rely on regulations to provide parameters within which to operate. These regulations often determine what goods are exempt from tax or subject to a reduced rate, others determine the nature of controls to be imposed. There are more than 50 such regulations and remissions. The Energy Conservation Equipment Exemption Regulations and the Clothing and Footwear Exemption Regulations provide for tax exemption of certain goods. The General Excise and Sales Tax Regulations, the Air Transportation Tax Regulations, and others, provide for administrative procedures. While the Acts themselves are the responsibility of the Department of Finance, the Director is

responsible for the development, drafting and promulgation of these subordinate legislation policies and regulations which affect most, if not all, taxpayers and refund claimants.

The Director meets regularly with senior officials of the Departments of Finance, Energy, Mines and Resources, Transport, etc. to provide advice about the rationale for change and to solicit their support in recommendations to the Governor in Council. The Aircraft Sales Tax Regulations, for instance, are used to provide for sales tax exemption for aircraft depending on the class of service provided, as defined in the Aeronautics Act. One such class of service was prone to abuse. As a result of the Director's recommendations, changes were effected which tightened the Regulations and eliminated this loophole, thus ensuring that distortions of intended tax application are not persistent.

The Director also meets with senior officials of the Department of Justice and of the Privy Council Office to persuade them of the need for new or modified regulations or remissions and to explain how the proposed working affects compliance by the taxpayer and enforcement by the Branch.

Over the past few years more and more taxpayers have contested Branch decisions concerning the taxable status of commodities, and appeals to the Tariff Board, the Federal Court and the Supreme Court have doubled. The Director directs the evaluation of appeals to these courts to determine their merit and whether they should be defended; particular circumstances of the case under appeal must be carefully reviewed in light of the applicable legislation, precedents established by the courts and the relationship the application of tax has in this case in relation to other similar goods. The Director meets regularly with senior officials of the Department of Justice to provide them with technical advice to ensure the proper defense of the Department's position before the courts. The Director also ensures that policies and guidelines issued by the Branch truly reflect fiscal tax policy, economic and political requirements, as well as the rationale expressed in court decisions.

The incumbent conducts and coordinates studies in the field of commodity taxation to identify the impact various forms of tax would have on revenue. For example, a study was recently undertaken to compare the impact the current sales tax has on goods imported versus comparable goods manufactured in Canada.

The Director provides senior management with optional solutions on significant disputes with taxpayers when involving legislative or policy issues. The incumbent also provides the Minister with advice and guidance as to how proposals made in Cabinet documents, dealing with Excise matters, will affect the administration in the Department.

The incumbent meets with senior officials of other governments to discuss the application of tax legislation and policies, and seeks solutions to areas of mutual concern. Contacts are also made with senior officials representing business, industrial and trade organizations and associations, such as the Canadian Manufacturers Association, the Tax Executive Institute, the Retailers' Association, etc. to seek solutions to problems they encounter with taxes, to discuss Branch tax policy, clarify legal positions and to introduce and discuss new legislation and policies.

DIMENSIONS (Constant Dollars)

Person-Years:

Department

9,577

Division

17

Division salary, operating and
maintenance budget

\$230,600

SPECIFIC ACCOUNTABILITIES

- 1 Consults with the Departments of Finance, Justice and the Privy Council Office to develop and formulate legislation which will reflect the true intent of the government.
- 2 Develops, updates and promulgates regulations and remissions in respect of the Excise Tax Act and Excise Act.
- 3 Consults with the Department of Finance to explain the rationale and reasons for need to modify and/or update legislation relating to the Excise Tax Act and Excise Act and provides advice on the administrative feasibility of potential budgetary measures.
- 4 Recommends to the Department of Justice the initiation, continuation, abandonment or settlement of litigation in respect of tax application.
- 5 Reviews, develops and introduces administrative policies which reflect the intent of the legislation.
- 6 Plans, organizes and manages the human and financial resources of the Division in a prudent and effective manner.

EVALUATION RATIONALE

Director, Policy and Legislation

KNOW-HOW

- F Extensive knowledge of the Excise and Excise Tax Acts, related legislation, regulations, remissions and directives. In-depth knowledge of business practices and techniques, including marketing systems. Specialized knowledge of the departmental tax appeals procedure, and of Tariff Board and court decisions bearing on all applications of Excise legislation.
- III The work requires departmental co-ordination of a program for the development and issuance to taxpayers and departmental officers, of policy statements and guidelines following the enactment of new or revised excise legislation and regulations, or as a result of Tariff Board or court decisions.
- 3 Successful achievement of objectives requires motivating staff, and persuading officials of various departments, including Finance and Justice, of the need for new or revised Excise legislation.
- 528 Middle number reflects a sound balance between technical knowledge of statutes and regulations and of departmental management practices.

PROBLEM-SOLVING/THINKING

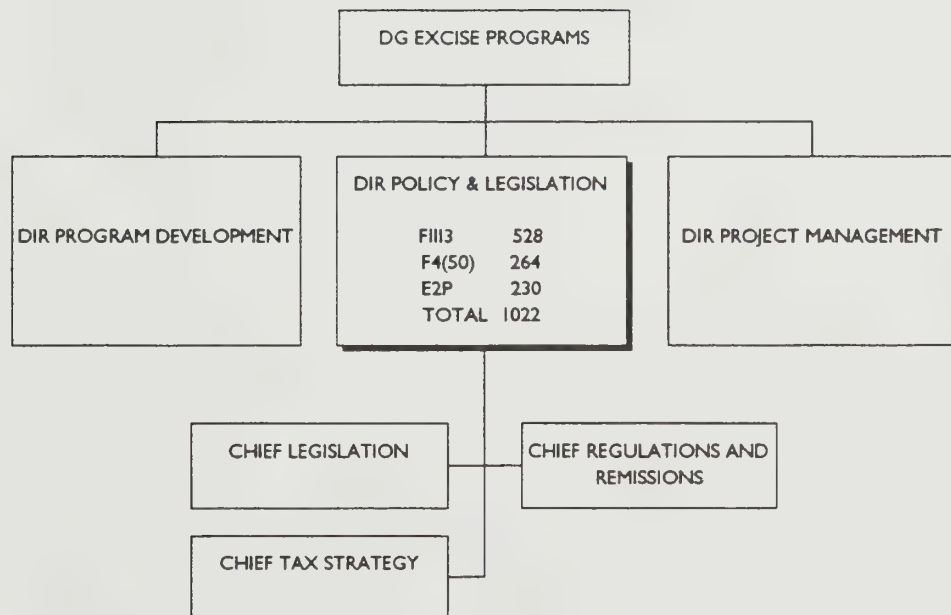
- F Thinking within broadly defined policies on the equitable and effective administration of Excise legislation. Thinking environment involves all aspects of commodity tax. Implementation of proposals formulated by the incumbent on legislative, regulatory and administrative matters affects large numbers of taxpayers and refund claimants throughout the country.
- 4 Analytical and evaluative thinking required in providing senior management with recommended courses of action in cases of significant dispute with taxpayers legislative or policy issues; in determining, on the basis of research studies, the possible impacts that various forms of commodity taxation would have on revenue.
- (50) Lower percentage reflects the availability of guidance from own Department and Department of Finance.

ACCOUNTABILITY/DECISION MAKING

- E Under the managerial direction of the Director General, Excise Programs, is accountable for ensuring that the legislative bases of the Excise and Excise Tax Acts are consistent with current business practices and are enforceable.
- 2P The position has a primary impact on Division activities. The proxy selected to represent these activities is a budget of \$230,600 (Constant) and a staff of 17.
- 230 Highest number reflecting dollars at mid-range and recognizes that the incumbent is free to develop and recommend changes in prime or subordinate legislation, to draft and sponsor proposed Orders in Council, and to advise the Department of Finance on the administrative feasibility of potential federal budget inclusions.

SUMMARY

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: H-5-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: H-4-A

POSITION TITLE: Senior Policy Analyst

GENERAL ACCOUNTABILITY

Is accountable for the continuous review of complex policy issues, usually major government initiatives or departmental priorities that cross a number of sector/program jurisdictions; for the preparation of major position papers; for the provision of substantive strategic and policy advice and recommendations for the Ministers and senior executives of alternative courses of action; and for monitoring and the implementation of such policies.

ORGANIZATION STRUCTURE

This is one of six positions at the second level reporting to the ADM, Policy and Coordination. The others are: DG Corporate Coordination; DG Communications; DG Audit and Evaluation; Director, Executive Services.

There are no positions formally reporting to the position. However, he/she directs the work of analysts assigned from time to time to the incumbent's area of responsibility.

NATURE AND SCOPE

The mandate of the Department covers a wide range of activities, including scientific research, technological development, policy development and the administration of grants and contributions programs. The Department is responsible for three distinct programs: energy, minerals and earth sciences, and administration.

The Branch's prime function is to assist senior executives articulate a corporate policy agenda and specific policy initiatives that take into account the domestic and international environment, and the interest of departmental clients, and that are compatible with government priorities. The Branch's functions can best be grouped into the following broad areas of responsibility: development and operation of a strategic planning function; development and implementation of cross-sector policy issues; and the coordination of intergovernmental relations.

The Senior Analyst is assigned responsibility for one or more highly complex, varied and sensitive policy issues that significantly impact on departmental clients and the Canadian economy. The health and vigour of Canada's energy, metal and mineral industries are key to the country's economic growth and the well-being of whole regions and of thousands of resources-based communities.

As assigned by the ADM, the Senior Analyst is expected to keep abreast of the overall international economic situation, of Canadian economic performance including fiscal situation, balance of trade and regional economies. The incumbent develops an in-depth and detailed knowledge base of non-renewable industries and the domestic and international circumstances in which they operate so as to anticipate issues and identify areas of opportunity.

The incumbent analyzes highly complex and multi-faceted issues, often within a very tight time-frame and ensures the preparation of support socio-economic, cost-benefit and fiscal impact analyses; identifies policy operations and recommends an appropriate course of action; and provides advice and recommendations for the Ministers and senior executives to address multi-program policy issues and opportunities and participates actively in briefing and working sessions with the Minister and senior executives.

Within assigned areas of responsibility, the Senior Analyst operates with a high degree of independence which extends from determining the methodology and critical path of projects to the selection of definitive options for decision.

To effectively carry out these responsibilities, the Senior Policy Analyst must possess a broad knowledge of the Canadian and international economies; of Canadian economic issues; of the non-renewable resource industries; and of the public sector. He/she must be fully familiar with governmental policy priorities and decision-making practices. A major challenge of the position is to identify and assess often tenuous links between events and circumstances.

Departmental policies and programs are key governmental economic instruments to pursue such priorities as access to foreign markets, regional development, tax reform, deregulation, science and technology, and energy security. Canada's energy, metal and mineral sectors employ over 325,000 workers (3% of the labour force) and generate sales of \$18 Bil (constant),

DIMENSIONS (Constant Dollars)

Department:

Person-Years

4,853

O&M Budget

\$77,692,300

Grants Contributions and Statutory Payments

\$115,136,470

SPECIFIC ACCOUNTABILITIES

- 1 Prepares analyses and position papers regarding complex policy issues for the use of the Ministers, senior departmental executives, other departments and, often, intergovernmental fora.
- 2 Develops and recommends corporate policies and strategies to address one or more broad governmental initiatives such as international trade, intergovernmental affairs and regional development, science and technology.
- 3 Develops corporate policies and strategies to address issues of a cross-sectoral nature such as privatization, deregulation.

EVALUATION RATIONALE

Senior Policy Analyst

KNOW-HOW

- G Mastery of the concepts, policy analysis and corporate energy, minerals and metals objectives and related industries to develop and analyze departmental policies on issues that cut across departmental sectors or programs and to develop and recommend corporate policies and strategies to address broad governmental initiatives.
- II Conceptual coordination of studies to assess major initiatives, priorities and policies and to serve as a basis for developing policies on issues that cut across departmental sectors or programs.
- 2 The position is required to develop and maintain professional relationships to facilitate the acceptance of policy recommendations.
- 460 Middle number reflects the breadth of policy issues crossing departmental lines, the public service and industry studied by the position and the limited managerial role.

PROBLEM-SOLVING/THINKING:

- F Thinking within government and department objectives in the analysis of policies on cross-departmental issues.
- 4 Analytical, interpretive and evaluative thinking required in providing options and recommendations to senior managers which are innovative, far reaching and analytically sound and at the same time sensitive to the particular needs and problems of individual programs and sectors
- (50) Low number reflects moderate strength in analytical, interpretive, evaluative studies done at the policy level.

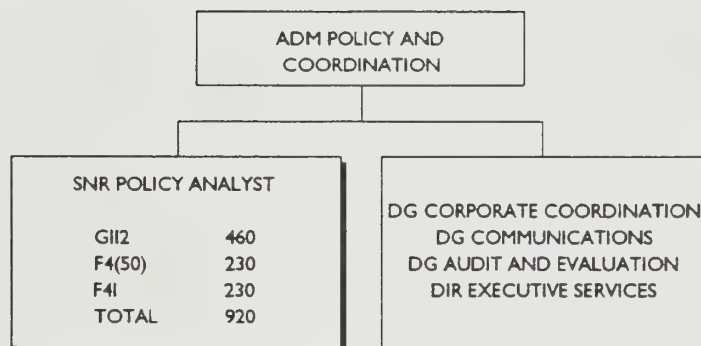
ACCOUNTABILITY/DECISION MAKING:

- F Reporting to ADM, Policy and Coordination, assesses departmental policies and positions.
- 4I Indirect impact on departmental programs as represented by an operating budget of \$78 Mil (constant) and program payments of \$115 Mil (constant).
- 230 Middle number is consistent with the size of the budget affected and the impact on the Department's policies and programs.

SUMMARY

GII2 460	F4(50) 230	F4I 230	920	0
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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: H-4-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: H-4-B

POSITION TITLE: Director, Heritage Policy

GENERAL ACCOUNTABILITY

Is accountable for developing, formulating and analyzing policies and legislation to support the government's leadership role in the area of heritage with a particular focus on museums, archives, libraries and other similar constituencies.

ORGANIZATION STRUCTURE

This is one of four positions at the third level reporting to the Director General, Heritage Policy and Programs. The other three are; Director, Heritage Coordination; Director, Heritage Services; Director, Moveable Cultural Property.

Specific responsibilities of the nine position reporting to the Director are:

Policy Analysts (5) are responsible for reviewing and assessing existing departmental policies and legislations in the heritage area including museums, archives, libraries and other constituencies; developing new governmental and departmental heritage policies and legislative proposals.

Heritage Policy Researcher (1) and Assistant Researcher (1) are responsible for the monitoring, research and analysis of heritage activities in the field of museums, archives, libraries and other similar constituencies from a cultural, social and economic perspective.

Clerical Support (2) are responsible for the provision of secretarial and office administration services for the Directorate.

NATURE AND SCOPE

The Minister has wide-ranging portfolio responsibilities which directly affect the cultural life of the country. A number of arms-length agencies are responsible for devising specific program elements which come under the Minister's responsibilities. The Department, however, has an over-all lead role to play in advising the Minister on the formulation of new directions, policies, legislation and programs to ensure that they continue to meet the needs of the government, the communities they have been designed to support and the general Canadian public who support them with their tax dollars.

Cultural issues are among the most sensitive with which provincial governments must deal as they speak to our collective heritage within their borders and, to a greater or lesser extent, see the federal government as an interloper in an area which is constitutionally their responsibility. Members of the heritage communities are extremely vocal about the resources that the government is able to commit to these programs. Also, there is increasing fragmentation of

the heritage communities and issues are often brought to the attention of the public by vigilant and often hostile media.

It is in this context that the Director, Heritage Policy establishes a national policy framework designed to enhance the federal government's initiatives and efforts in support of the collection, conservation and access of Canada's national heritage. The Director monitors the implementation of existing policies, and identifies improvements to these or new initiatives to meet the needs and expectations of the heritage sector. In establishing new or revising existing policies, the Director is expected to meet the dual goals of conserving Canada's heritage and enhancing the access of Canadians to their heritage.

The challenges of the position are compounded by a number of factors, such as the greater autonomy of the national museums and the vast differences in the types of heritage institutions (archives, libraries, museums, heritage institutions and organizations, such as Heritage Canada, historical societies and publishers) that exist in the different regions of the country.

The position is further challenged by the shared federal-provincial jurisdiction, constantly expanding collections and holdings, increasing demands for access, severe economic constraints, conflicting objectives, constant threat of irreparable loss or damage to heritage property from environmental damage or theft, and rapidly developing technology along with its global market approach.

To support the strategic policy assessment and development of the Branch, the Director manages an on-going review of policy research and analysis related to such aspects of heritage policy as the economic, financial and marketing needs and structures of the heritage communities; public attendance at and usage of heritage facilities; the relationship of heritage activities to tourism development and management; technological development, opportunities and impact; inherent conflicts between conservation and access activities; the role of the volunteer in heritage activities.

The Director is in continuous contact with senior officials of the national museums, and National Archives and National Library to identify and resolve policy issues and other issues which relate to assessment of existing policies and legislations. The Director also has infrequent contact with senior officials from other federal department, provincial ministries of culture and representatives from public and private heritage organizations and institutions from across the country.

The Director is often the department's representative at meetings of national and international bodies concerned with matters related to the collection, preservation, and access of cultural heritage.

DIMENSIONS (Constant Dollars)

Person-Years:	11
Salary, operating and maintenance budget :	\$210,000

SPECIFIC ACCOUNTABILITIES

- 1 Encourages and supports heritage activities across the country by developing national strategies and policies, legislative recommendations, and monitoring programs related to the Minister's responsibility for cultural heritage.
- 2 Supports the consistent and concerted action by the federal government and the coordination and rationalization of its cultural programs with respect to heritage by reviewing, evaluating and recommending policies and legislative proposals, corporate plans, strategic plans as well as Cabinet and Treasury Board submissions.
- 3 Ensures the effective and efficient development of federal strategies and programs by undertaking policy research and analysis involving extensive data collection and analysis.
- 4 Supports the development of strategies and agreements for the resolution of broad cultural development issues in the heritage area by participating in consultations, negotiations and discussions with representatives from a wide variety of cultural organizations and heritage organizations.
- 5 Represents the interest of the department in both domestic and international fora.

EVALUATION RATIONALE

Director, Heritage Policy

KNOW HOW

- F Extensive knowledge of the department's mission, legislation, policies and programs as related to the Minister's portfolio responsibilities for cultural heritage.
- II Extensive knowledge of research, design and development of policies and programs.
- 3 Coordination of the development of a national heritage policy framework in support of the collection and conservation of Canada's national heritage and access thereto.
- 460 Successful achievement of objectives requires the establishment of good interpersonal relationships to provide advice to senior management and to communicate effectively with national and international representatives.
- High number recognizes the degree of specialized knowledge required to analyze and evaluate highly-sensitive policies and programs at the federal, provincial and municipal levels of government.

PROBLEM SOLVING/THINKING

- E Thinking within well-defined objectives develops policies and the federal government's role and position concerning heritage issues and developments including their impact on the heritage community in Canada.
- 4 Evaluative and interpretive thinking required to identify and develop alternative federal responses to needs and issues.
- (50) The higher percentage reflects the complexity of the assessments which must also take into account the marked differences in the types of heritage institutions, regional and cultural differences and the greater autonomy of the national museums.

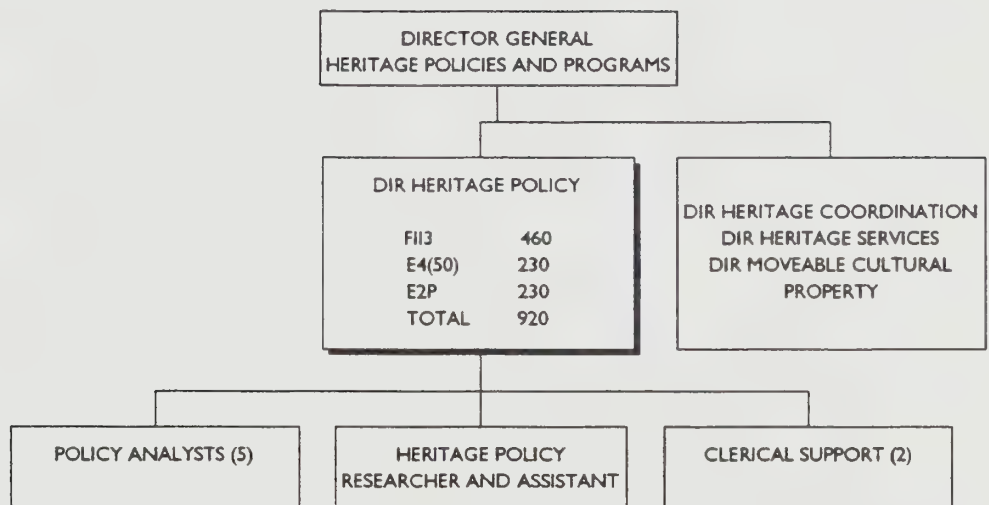
ACCOUNTABILITY/DECISION MAKING

- E Reporting to the Director General, Heritage Policies and Programs, is accountable for developing national strategies and policies, and for making legislative recommendations related to the Minister's responsibilities for cultural heritage.
- 2P Primary impact on policies and program results as represented by an operating budget of \$210,000 (Constant).
- 230 The high number reflects the position's impact on the cultural heritage community and recognizes the status of the position as the primary source of advice to representatives from a wide variety of cultural and heritage organizations.

SUMMARY

FII3 460	E4(50) 230	E2P 230	920	0
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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: H-4-B



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: H-4-C

POSITION TITLE: Director, Client Consultations

GENERAL ACCOUNTABILITY

Is accountable for designing, implementing and managing the departmental client consultation program to assist labour leaders and senior government officials in generating productive contacts in the public service and trade union communities.

ORGANIZATION AND STRUCTURE

This is one of seven positions at the second level reporting directly to the Assistant Deputy Minister, Policy. The other six positions are: Director General, Labour Adjustment Information and Outreach; Executive Director, International Affairs; Executive Director, Policy & Strategic Analysis; Executive Director, Federal-Provincial Relations; Planning Officer; and Labour Counsellor (London).

Reporting directly to the Director, Client Consultations are two positions: a Client Consultations Officer and a secretary. Other staff may be made available to the Director from time to time as his/her activities dictate. The incumbent is a member of the Department's Senior Executive Committee.

NATURE AND SCOPE

The Deputy Minister has recognized the need for the Department to establish a structure and mechanism to promote consultation and dialogue among key labour market actors - labour, business and government - and to ensure that labour market intelligence is disseminated within the government community in a strategic fashion.

This is intended to improve the public policy process as it relates to labour markets and labour market institutions by generating a better understanding and a sensitivity among public service managers to the structure, politics, personalities, goals and aspirations of the trade union movement in Canada.

It is important to note that the target group for the output of the Director, Client Consultations, in his/her client consultation activities is by no means confined to the Department. Rather, the Director's educational, intelligence dissemination, path finding and consultation promotion activities are directed across a wide range of government departments (DRIE, CEIC, TBS, PSC, PCO, NHW and others) and extend also into the trade union and business communities and special interest groups.

The major challenge of the position is to act on behalf of the Assistant Deputy Minister and Deputy Minister to break down the alienation, mistrust and misperception which has grown between government and the trade union movement and to foster in the name of the Department an environment in which labour, business and government can act in a more collaborative fashion to address critical public policy questions such as technological change, wage determination, international competitiveness, job creation, human resource planning and training.

In addressing this challenge through a variety of client consultations techniques, the Director works according to broad guidelines, independently and with the understood authority of the Deputy Minister in most instances. The Deputy and Assistant Deputy Ministers are informed of his/her activities through frequent briefing sessions and through attending the Department's Senior Executive Committee.

Client Consultations is a management concept pioneered in the private sector which systematically manages relationships between a corporation and its stakeholder groups, such as consumers, shareholders, employees and government. In the public service context, client consultations can be thought of as a mechanism which manages relationships between governments, or an individual department and its client group or groups. In the case of the Department, client groups are the trade union movement, the business community and unorganized workers. The client consultations manager is responsible for activities which serve to interpret the Department and the government to client groups and, in turn, to ensure that the concerns, interests and positions of client groups are brought to bear in the public policy process.

A typical mission statement for a client consultations unit highlights four main objectives: first, to systematically scan the client environment for emerging issues and trends of interest to decision-makers; second, to analyze this strategic intelligence to identify issues of greatest importance, danger or opportunity and to disseminate this information to the appropriate decision-making centres in a systematic fashion; third, to conduct internal education programs which sensitize decision-makers to all facets of the environment upon which their policy decisions may impact; fourth, to manage a program through which regular personal contact is maintained between decision-makers and client group leaders and contact and communication between the two communities is facilitated.

The adversarial nature of the industrial relations system does not create a natural environment conducive to consultation among business, labour and government. Thus, in promoting consultation among labour market actors, the Director must work at senior levels in the three communities to gain the political commitment required to create the conditions for effective consultation. In the labour community, the target group is made up of elected officials of central labour organizations and major affiliates as well as some key senior union staff members. In the business community, the target group is Chief Executive Officers and elected officials of major business associations. In government, the target group is Deputy Ministers and Assistant Deputy Ministers. The development of a network of senior contacts in each community is crucial to effective dispatch of the Director's duties.

The position requires an in-depth knowledge of the structure, politics and personalities of the labour movement as well as the business and government communities. A firm grasp of broad social and economic issues and government policies in relation to these is also required. It is essential that the Director be able to communicate effectively orally and in writing, to design and moderate seminars, conferences and workshops for senior labour, business and government people and to deliver public addresses promoting the consultative process.

DIMENSIONS (Constant Dollars)

Person-Years:

Department	887
Directorate	2.5

Salary, Operating and Maintenance Budget	\$35,000
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Contract Budget	\$8,000
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SPECIFIC ACCOUNTABILITIES

- 1 Ensures the development of more harmonious and productive relationships between the Department and its client groups through the application of a range of client consultations techniques.
- 2 Develops an understanding and acceptance among policy makers and senior managers of government departments of the legitimacy of the trade union movement as an equal partner in the economic and social policy development process by introducing them to trade union leaders in an educational setting.
- 3 Ensures that policy makers and senior management officials of government departments are aware of the views of the labour movement in relation to public policy issues and that these views are incorporated into the public policy decision making process by systematically distributing labour market intelligence within the government community.
- 4 Develops an understanding and acceptance in the senior ranks of the business and labour communities of the government's desire for and the advantages of a more collaborative approach to public policy making by promoting the benefits of consultation.
- 5 Ensures that organizational bottlenecks and a lack of familiarity with each other's environments do not preclude opportunities for open and honest consultation between government, business and labour leaders by providing pathfinding services into each community upon request.
- 6 Increases the awareness of trade union leaders and members of the challenges and opportunities stemming from technological change by managing a nation-wide series of educational conferences, seminars and workshops.

EVALUATION RATIONALE

Director, Client Consultation

KNOW-HOW

- F The work requires near-mastery of labour issues and stakeholder groups in Canada, and thorough understanding of the theories, principles and techniques of the client consultation process, including development of educational programs.
- II Conceptual coordination of the client consultation program in a Department with a mandate for labour issues management.
- 3 Successful achievement of objectives requires developing consensus among players with competing interests and managing a consultative process.
- 460 Highest number reflects strength to act on behalf of the ADM in dealing with business and labour groups.

PROBLEM-SOLVING/THINKING

- F Thinking within broad government policies and departmental objectives in designing consultative mechanisms and educational programs.
- 4 Analytical and constructive thinking is required in evaluating input from a variety of sources and advising the ADM and DM on emerging policy and labour market issues.
- (50) Lower percentage indicates guidance available from senior management.

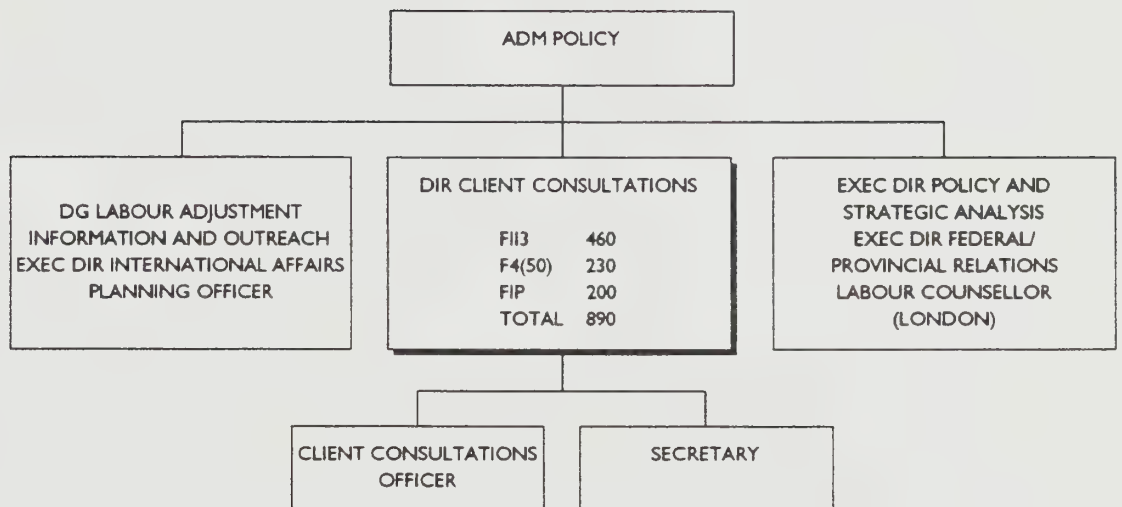
ACCOUNTABILITY/DECISION MAKING

- F Reports to the ADM, Policy, acts with considerable freedom in managing a national program and resolving significant issues with industry, labour and provincial organization.
- 1P The position has a primary impact on Directorate activities. The proxy selected to represent these activities is an annual operating and salary budget of \$35,000 (Constant).
- 200 Lowest number indicates advisory nature of the position and low budget figure.

SUMMARY

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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: H-4-C



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: I-9-A

POSITION TITLE: Assistant Deputy Minister, Strategic Policy & Planning

GENERAL ACCOUNTABILITY

Is accountable for the formulation of strategic, corporate and program policy and the analysis of the Canadian labour market.

ORGANIZATION STRUCTURE

This is one of twenty-one senior executive positions at the first level reporting to the Deputy Minister. The others are: Executive Directors, Insurance; Employment Services; Canada Job Strategy; Immigration; Systems & Procedures; Personnel; Finance and Administration; Director General, Public Affairs; Director General, Internal Audit; Legal Counsel; plus 8 Regional Directors General and 2 Regional Executive Directors.

Specific functions of the five positions reporting directly to the ADM are:

Director General, Labour Market Outlook and Structural Analysis (Staff of 35) develops a program of labour market intelligence gathering and analysis.

Director General, Policy Analysis (Staff of 58) analyzes all current and proposed departmental policies, programs and services delivered to the public with respect to their impact on current and projected social and economic conditions.

Director General, Program Evaluation (Staff of 36) establishes criteria against which programs can be assessed and evaluates the effectiveness of all regular departmental programs and services.

Director General, Corporate Planning (Staff of 25) formulates strategic policies and corporate objectives and plans.

Secretariat (Staff of 12) provides support services to the group including correspondence and data base administration.

NATURE AND SCOPE

The Department has the responsibility to develop and apply a framework and programs for the efficient functioning of the Canadian labour market, and the administration and admission of immigrants and visitors to Canada.

All programs and services impact on the labour market either on the labour demand or supply side. The labour market, which is not one but many labour markets of different compositions, different needs and priorities is always changing and dynamic. It has a significant impact on departmental programs and services.

The Department must be as knowledgeable about the labour market as possible. Therefore intelligence must be gathered from every possible source in a systematic and timely way, aggregated and analyzed for current and future implications to serve as the basis for all corporate and program strategy options and plans.

In this respect, the ADM Strategic Policy and Planning is accountable for directing the systematic gathering, aggregation, analysis and dissemination of labour market intelligence. This is primary information on which all corporate and program decisions are made. In addition, the incumbent is accountable for the dissemination of this information to other federal agencies, provincial governments and the private sector in such a way that it can be effectively utilized for human resource and educational planning purposes. Closely allied to this function is the responsibility for demographic research and analysis which will provide the basis in the Department for the immigration level setting exercise, and as well will be a significant input to the government's determination of demographic policy.

The ADM directs the analysis of all program and service interventions in the labour market and on the Canadian society as a whole.

The ADM directs the effectiveness evaluation of all departmental programs and services delivered to the public relative to stated objectives.

The ADM directs the formulation of 3-5 year strategic plans, corporate objectives and the corporate plan. The ADM also directs the development of recommendations with respect to specific program mixes, the emphasis or de-emphasis of certain programs, the reallocation of program funds, and legislative changes.

The position has a number of major challenges with respect to both the analytical and the policy dimensions of the job. For example, the diversity of labour market conditions across the country and the requirement for the development of new methodologies for supply side forecasting combine to make the acquisition of timely accurate labour market intelligence a substantive challenge. Similarly, the variety of objectives of immigration, unemployment insurance and employment programs and services, and the differences in views among program groups, regions and provinces as to what the objective should be, as well as what the federal role should be, greatly increase the challenges in the development of strategic, corporate and program policies.

In this regard, the ADM has a wide latitude and independence in determining the issues to be analyzed, the priority to be given to each, the approaches to be followed and the nature of policy recommendations to be made.

The ADM personally represents the Department and negotiates on its behalf at meetings of parliamentary committees, meetings with provincial governments, interdepartmental committees and meetings with representatives of the private sector, including the National Industrial Manpower Committees in consultation and conjunction with the Employment Programs Group with respect to labour market planning and adjustment activities. The ADM is also called upon to negotiate agreements on future policy and program directions, particularly at meetings of federal/provincial officials.

As a member of the Executive Committee, the ADM personally participates in the decision-making process that will synthesize strategic, program, operational and support concerns and priorities and determine long and short range corporate plans and program policies.

DIMENSIONS (Constant Dollars)

Department Staff	24,000 Person-Years
Subordinate Staff	168 Person-Years
Salary, operating and maintenance budget	\$2.2 Million
Program expenditures amounting to:	\$2.4 Billion

SPECIFIC ACCOUNTABILITIES

- 1 Develops strategic and corporate objectives and plans and program policy options based on analyses of the socio-economic environment, impact analyses of departmental and other related programs, and program effectiveness reviews. Promotes communication with the public by developing the framework of priorities, strategies and objectives.
- 2 Provides an essential framework for the development of strategic and corporate policy options, by organizing, managing and co-ordinating a regional and national program of analysis of the labour market.
- 3 Enhances effectiveness of programs by directing their regular and systematic evaluation.
- 4 Directs the analysis of and recommends the appropriate departmental response or position with regard to policy initiatives of other federal and provincial departments and agencies.
- 5 Initiates and directs the analysis and assessment of those areas of particular policy concern to the Department such as labour market mobility.
- 6 Facilitates the better understanding of the operation of the labour market and the impact of the Department's programs by initiating and directing the development of new and improved methodologies and techniques for the analysis of the labour market and for program evaluation.

EVALUATION RATIONALE

ADM, Strategic Policy and Planning

KNOW-HOW

- G Mastery of the Canadian labour market and departmental policies and programs, broad knowledge of economic concepts and theories and their applicability to areas of labour market analysis and forecasting.
- IV Department-wide coordination of analysis of Canadian labour market and of the Department's programs in meeting objectives.
- 3 Successful achievement of objectives requires discussions with senior government officials, both federal and provincial, representatives of the private sector and members of international organizations.
- 920 Middle number indicating solid rating reflects the requirement for knowledge and specific expertise in economic theory and its application.

PROBLEM-SOLVING/THINKING

- G Position requires thinking within general government and departmental policies, with a minimum of guidance available.
- 4 Evaluative and constructive thinking is required in the analysis and evaluation of policies and programs, and the development of recommendations for changes in those policies and programs.
- (66) Higher percentage reflects a high degree of constructive analysis of a complex and technical nature.

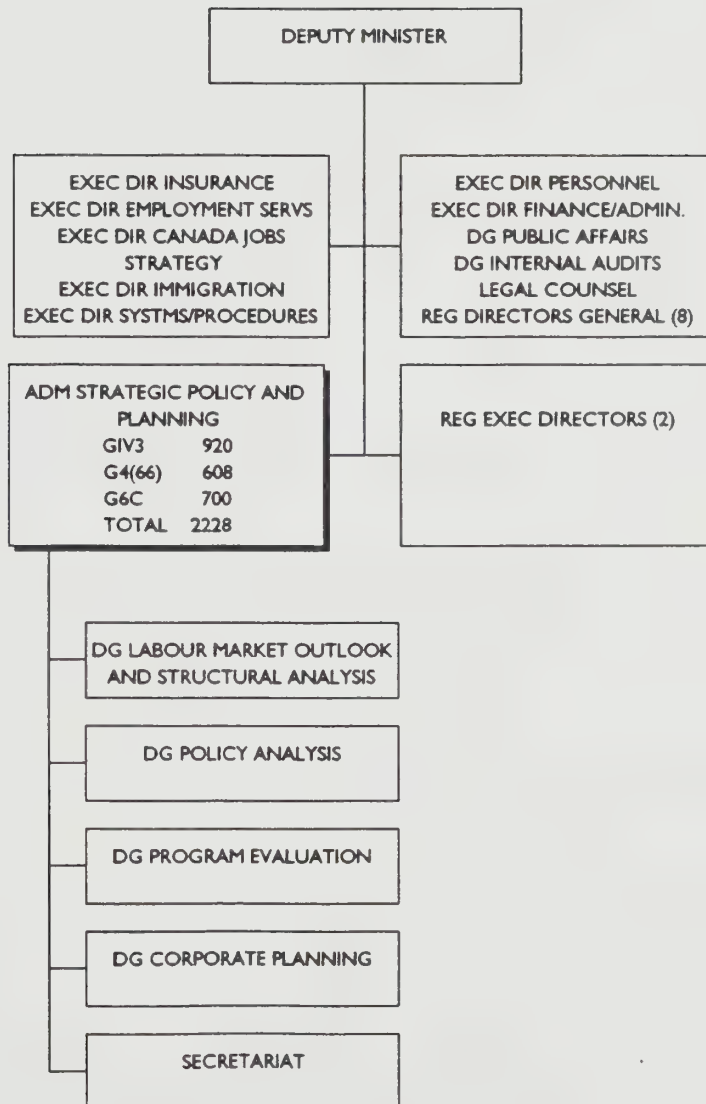
ACCOUNTABILITY/DECISION MAKING

- G Reports directly to the Deputy Minister and is subject only to general guidance.
- 6C The position has a contributory impact on programs. The proxy selected is an annual program expenditure budget amounting to \$2.4 Bil (Constant).
- 700 Low number is consistent with the influence of the position on the direction that departmental programs will take in the longer term.

SUMMARY

GIV3 920	G4(66) 608	G6C 700	2228	A1
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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: I-9-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: I-7-A

POSITION TITLE: Director General, Policy and Program Analysis

GENERAL ACCOUNTABILITY

Is accountable for the identification and analysis of major policy challenges for the Canadian labour market, immigration, demographic, and unemployment insurance policy to support the development of short-term planning in the context of current and projected economic and social conditions.

ORGANIZATION STRUCTURE

This is one of three positions at the second level reporting to the ADM Strategic Policy and Planning. The other two are: Director General, Long-Term Planning and Development; and Director General, Program Evaluation.

Specific functions of the two positions reporting to the position, are:

Director, Income Maintenance Analysis (Staff of 26) is responsible for directing the formulation and development of policy and program options for solving the basic problems faced by the unemployment insurance program in a time of constant socio-economic change.

Director, Employment and Immigration Analysis (Staff of 49) is responsible for research and analysis related to change in supply/demand conditions in the labour market leading to the development and presentation of policy options affecting departmental programs.

NATURE AND SCOPE

The Department has the responsibility to develop and apply a framework and programs for the efficient functioning of the Canadian labour market, and the administration and admission of immigrants and visitors to Canada.

The incumbent provides the ADM Strategic Policy and Planning with a capacity for identifying and analyzing the major issues related to labour market policy, immigration and demographic policy and unemployment insurance, and complements the specific programs development approaches in other areas of the Department.

The Director General has a wide latitude to implement a large scale program of research and analysis leading to the development of alternative policy strategies for both the short and long term in the context of prevailing and anticipated socio-economic policies. This work involves close and ongoing contact with senior management in the program areas of the Department.

Recommendations to the ADM from the incumbent through his/her central role in the policy analysis process have an important effect on departmental strategy and program development with a consequent impact on economic growth, the stabilization of economic activity and immigration.

The difficulties encountered by the position are heightened because of the high profile results of the work undertaken. For example, four amendments to the Unemployment Insurance Act have been enacted during the past four years, each resulting from extensive analysis, policy development and negotiation. The incumbent makes recommendations to the ADM each year with respect to the appropriate level of immigration for Canada based on economic and demographic considerations. Recent restructuring in the auto industry has placed particular pressure on the incumbent to find solutions to this situation. Representing the Department, the incumbent has worked with unions, provincial governments and with senior colleagues in other departments to attempt to develop appropriate adjustment policies and programs to deal with this specific situation as well as the broader issue of industrial restructuring.

The incumbent has served as the Department's focal point for contact with other departments and agencies of the federal government concerned with the development and implementation of economic and social policy. Through participation on a variety of interdepartmental committees, and by representing the ADM at meetings of economic and social development senior officials, the incumbent recommends to senior management the appropriate departmental position with respect to the policy initiatives of other agencies as well as representing the Department's position in external bodies with respect to its own policies and programs.

With high unemployment coexisting with skill shortages, developing new techniques for analyzing the operation of the labour market to provide a basis for policies for human resource development has been one of the main challenges facing the incumbent of this position. Moreover, the analysis undertaken must provide the basis for employment policies in support of the government's overall economic development policies in the areas of energy, agriculture, fisheries, etc. Through analysis of unemployment, participation rates, mobility and the development of occupational forecasting techniques, the issues of high skill training, mobility policy, youth unemployment and industrial adjustment are among those dealt with and where recommendations were recently made.

DIMENSIONS (Constant Dollars)

Person-Years:

Department	24,000
Directorate	78

Salary, operating and maintenance budget	\$927,142
Research & EDP Budget	\$575,959

Departmental Program Budgets:

Unemployment Insurance	\$1.6 Bil
Labour Market and Immigration	\$816.3 Mil

Total	\$2,416 Bil
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SPECIFIC ACCOUNTABILITIES

- 1 Formulates and develops unemployment insurance policies for the government by directing the analysis of issues and problems facing the program and developing options for their solution.
- 2 Develops and implements a comprehensive program of research and analysis of the labour market to establish the basis upon which the Department and the government can make informed decisions on labour market policies and programs.
- 3 Directs forward-looking economic and policy analysis studies related to the interface between government, macro and employment related sectoral policies and departmental policies related to the labour market.
- 4 Directs the development of employment strategy options and program mixes designed to reduce unemployment and to improve the efficiency of the labour market in the context of government policies generally.
- 5 Directs a program of research and analysis designed to facilitate the implementation of effective immigration and demographic policies and programs consistent with government objectives.
- 6 Ensures the development of an effective occupational analysis capability in the Department and the development of labour market adjustment strategies to facilitate industrial change with a minimum of labour dislocation, at the same time ensuring that skilled workers are where they are needed.
- 7 Represents the Department and the Minister at parliamentary and cabinet committee meetings; meetings of economic and social deputies, provincial governments and the private sector, and consults and negotiates in these forums on behalf of the Department.

EVALUATION RATIONALE

DG, Policy and Program Analysis

KNOW-HOW

- G Mastery of departmental policies and programs related to the labour market, immigration and demographic policy, and unemployment insurance; good knowledge of research and analysis techniques and procedures.
- III Operational management of a research and analysis capability investigating major policy challenges in several discrete and complex areas.
- 3 Successful achievement of objectives requires directing and motivating staff; recommending policy changes to senior management; interacting with senior officials of their departments and outside organizations.
- 700 High number reflects the expertise required to manage policy development activity affecting very broad department-wide programs.

PROBLEM-SOLVING/THINKING

- F Thinking within broadly defined policies and goals in providing a capacity for identifying and analyzing the major issues related to labour market policy, immigration and demographic policy and unemployment insurance.
- 4 Analytic and constructive thinking required in developing new techniques for analyzing the operation of the labour market given high unemployment coexisting with skill shortages.
- (57) Higher percentage reflects the primary focus on broad departmental policy and state of the art theoretical principles.

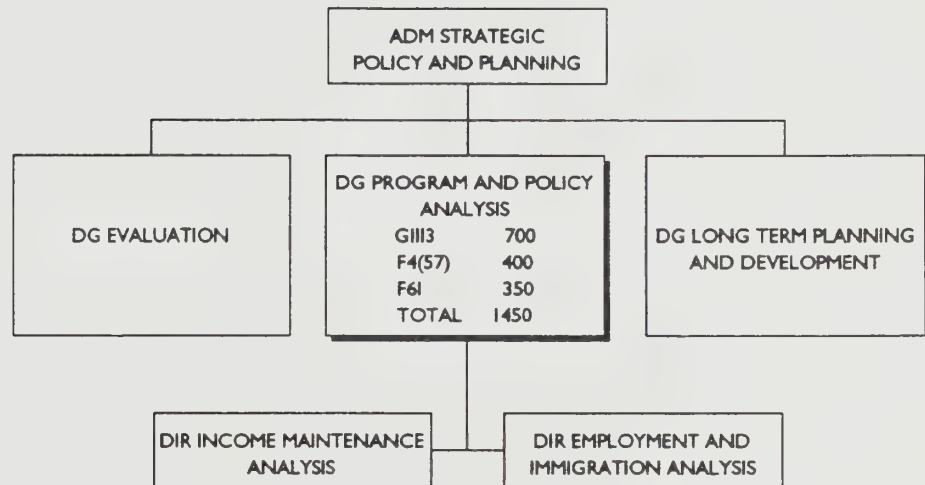
ACCOUNTABILITY/DECISION MAKING

- F Reporting to the ADM Strategic Policy and Planning, is accountable for the identification and analysis of the major policy challenges of the Canadian labour market, immigration, demographic and unemployment insurance policy.
- 6I The position has an indirect impact on programs. The proxy selected to represent these programs is a budget of \$2.4 bil (constant).
- 350 Lowest number recognizes that the position has a moderate indirect impact in influencing program decisions.

SUMMARY

GIII3	700	F4(57)	400	F6I	350	1450	P1
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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: I-7-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: I-6-A

POSITION TITLE: Director General, Corporate Planning

GENERAL ACCOUNTABILITY

Is accountable for developing an integrated framework and corporate policy for departmental resource management and planning and for managing the planning process; establishing policy and providing functional direction and technical support across the department on all aspects of management improvement, including information management.

ORGANIZATION STRUCTURE

This is one of six management positions at the second level reporting to the Assistant Deputy Minister, Corporate Management. The others are: Director, Administration; Director General, Systems Planning and Development; Director, Laboratory and Scientific Services; Director, Finance; and Director, Capital Assets Management.

Specific functions of the three positions reporting directly to the Director General, Corporate Planning are:

Director, Priorities and Planning (Staff of 18) designs, develops and articulates, implements and evaluates an overall financial/operational planning framework for the department; integrates operational and financial plans with functional plans and other related departmental policies; operates a priority setting process in support of Priorities Committee's decision-making and resource allocation and provides secretariat services to Priorities Committee; maintains an updated project inventory on all active departmental projects; provides a centralized focus for departmental standards, guidelines and plans.

Director, Policy and Management Practices (Staff of 14) co-ordinates and directs the development of the departmental strategic plan; provides departmental workload and economic forecasts; assesses departmental implications of all incoming and outgoing cabinet papers; coordinates the development and maintenance of all corporate policies; identifies areas for improving management practices and recommending solutions and strategies for implementation; develops and maintains the departmental policy on information resource management and maintains a directory of corporate information elements and sources.

Manager, Administrative Support, (Staff of 5) provides administrative support services in the areas of budget control, personnel services, accommodation and supplies; consolidates divisional plans and provides word processing, receptionist and filing services for the Directorate.

NATURE AND SCOPE

The Department ensures that all duties and taxes are assessed and collected, and controls the movement of people, goods or conveyances entering or leaving Canada.

The complexity and diversity of the Department, the decentralization of the departmental management population, and the large number of new programs and initiatives being introduced to enhance departmental efficiency, effectiveness, sensitivity and responsiveness are all factors which present significant challenges to the Director General. The climate in which this position exists is also influenced by fluctuating economic conditions, and rapid advances in technologies affecting planning techniques and business systems within the Department. All of these present unique problems requiring an elaborate and effective integrated planning system.

The Department has made substantial improvements to its planning and control systems as well as introducing innovative changes to its operations, training facilities, organization and program structure to improve overall productivity and program effectiveness. The Department has also developed new and alternate strategies for the management of scarce and diminishing resources. One example is a multi-year memorandum of understanding currently being developed and negotiated by the Director General with the central agencies on behalf of the Department.

The Corporate Planning Directorate creates the overall planning framework and provides planning policy and advice to departmental managers, from the Deputy Minister to the responsibility centre managers in the field. The Directorate develops procedures and guidelines to facilitate the development of strategic, multi-year and budget-year plans and their integration with functional plans. The successful integration of these diverse plans, whether they be short, medium or long range, and the communication of them to Central Agencies and to managers throughout the Department is critical to sound decision making vis-à-vis priorities, timing, financial and human resourcing.

The key challenge for the Director General is to ensure that all corporate planning functions (strategic, operational, financial) and related management systems are consistent with each other, and with the departmental policy and framework, with other management processes such as performance measurement system, priority setting, project management, management reporting, while integrating the full range of functional planning (e.g. human resources, EDP, capital, tenant services, information management).

The Director General provides qualitative and socio-economic forecasts and analyses of external variables of strategic importance to the Department and integrates these in the Department's strategic, multi-year operational and financial planning processes. The Director General prepares output plans resulting from these processes and accurately depicts costs in the main estimates.

The Director General oversees the assessment of departmental plans and branch submissions for conformity with governmental and departmental policies, directives and senior strategic management decisions. The manner and timeliness with which these assessments are made can seriously affect the quality of decisions by senior management. Based on these assessments, the Director General makes recommendations for improvements to planning policy, procedures and the content of plans.

The Priorities Committee is the principal departmental executive forum for considering matters pertaining to program priorities, corporate resourcing strategies and controls which are fundamental to the direction of the Department. The Director General is an active member of this committee and plays a critical role as the principal advisor on all aspects of resource management policies, priorities and strategic objectives. The incumbent is also responsible for advising on the full implication of ongoing and proposed programs (Treasury Board submissions and Cabinet documents), and providing continuing analysis of resource policy issues affecting new or enriched initiatives.

The Director General implements innovative and analytical methods of resource planning and analysis based on macro program indicators linked to accepted levels of service standards. This process involves extensive consultations with the line branches who are responsible for the standards and delivery of the programs. The Director General must advise corporate managers on the balance between the mandate of the program and the resources required for effective execution. The incumbent consults with and advises senior managers on the definition, specification and establishment of planned results to be achieved.

In addition, the Director General has a major responsibility for providing the impetus and leadership in continuing improvements in the area of management practices. The incumbent is responsible for identifying areas in the Department where improvements or streamlining of management practices can be achieved, and following through with recommended solutions and strategies to the Assistant Deputy Minister and the Deputy Minister for implementation.

The Director General is responsible for the development, implementation and maintenance of departmental policy on information management. This includes the development of an information plan linking systems development efforts with the strategic direction of the Department. In support of departmental decision-making, the incumbent is also responsible for ensuring the accuracy, timeliness and accessibility of corporate information to senior management.

The Director General is the focal point for communication between the Department, Treasury Board Secretariat and other central authorities and agencies with respect to corporate policy, TB submissions, management practices and reporting. This is considered essential as the need to liaise with central agencies vis-à-vis planning and general management policy and direction is critical to maintaining a sound strategic outlook for the Department.

The Director General is responsible for providing a research and analysis capability to respond to requests for special projects, studies, theme papers, etc. as requested by the Deputy Minister, and/or ADMs, which are of a corporate or interbranch nature. These special requests frequently have short turnaround times, and are required to address departmental impacts of government initiatives, provide commentary/analysis of issue papers, proposals, etc. from a corporate perspective.

DIMENSIONS (Constant Dollars)

Person-Years:	Directorate	Department
	40	9,691
Salary, operating and maintenance budget:	\$491,687	\$103,654,915

SPECIFIC ACCOUNTABILITIES

- 1 Provides policy direction and support services to departmental management on all aspects of strategic, operational, financial, capital, real property, information management, EDP and human resources planning, and coordinates departmental planning with other management support systems including performance measurement and project management.
- 2 Advises the Deputy Minister and senior managers on matters related to management decision support systems, planning, resource allocation and distribution, and recommends departmental objectives, strategies, goals and priorities.
- 3 Oversees the preparation of resourcing documents on behalf of the Department and provides alternatives and recommendations to senior management concerning the sources of funding for unexpected items or imposed resource reductions.
- 4 Ensures the continued focus of improving management practices in the Department and advises senior management on matters for resolution as necessary.
- 5 Directs the development, implementation and maintenance of a departmental policy on information management to ensure effective strategic planning of information systems and a comprehensive base of corporate information.
- 6 Manages the Directorate in an efficient and effective manner.

EVALUATION RATIONALE

Director General, Corporate Planning

KNOW-HOW

- G Mastery of strategic and operational planning and of management practices; the position uses mastery of principles and techniques as well as a thorough knowledge of departmental operations and organization and the roles of TBS, OCG and PCO as they affect departmental plans and programs.
- III Operational control of the development of the planning framework, socio-economic forecasting and the identification and analysis of external influences in departmental programs. Conceptual coordination of department wide planning activities including financial, strategic, operational, work and emergency planning, and of improvement activities in management practices.
- 3 Successful achievement of objectives requires motivating staff and providing advice at the most senior levels in the department.
- 608 Lowest number reflects the expertise required to manage an important function in a single-focus, highly-operational department.

PROBLEM-SOLVING/THINKING

- F Thinking within broad government and departmental goals and objectives to develop appropriate policies and planning frameworks, and provide authoritative advice on management practices and strategies.
- 4 Analytical and constructive thinking required to integrate strategic, operational, and financial planning with functional planning and related management practices.
- (57) High percentage indicates a strong F, given the requirement to develop departmental policies, to integrate diverse and complex processes, and to respond to critical departmental issues within short turnaround times.

ACCOUNTABILITY/DECISION MAKING

- F Reporting to the Assistant Deputy Minister, Corporate Management, the position is subject to broad government and departmental goals in the development of a planning framework and policies, and in the control of information and management practices.
- 5C The position has a contributory impact on departmental activities. The proxy selected to represent these activities is an operating budget of \$103 Mil (Constant).
- 400 Middle number reflects the impact of the position on the allocation of resources and the direction provided for all aspects of the Department's planning process.

SUMMARY

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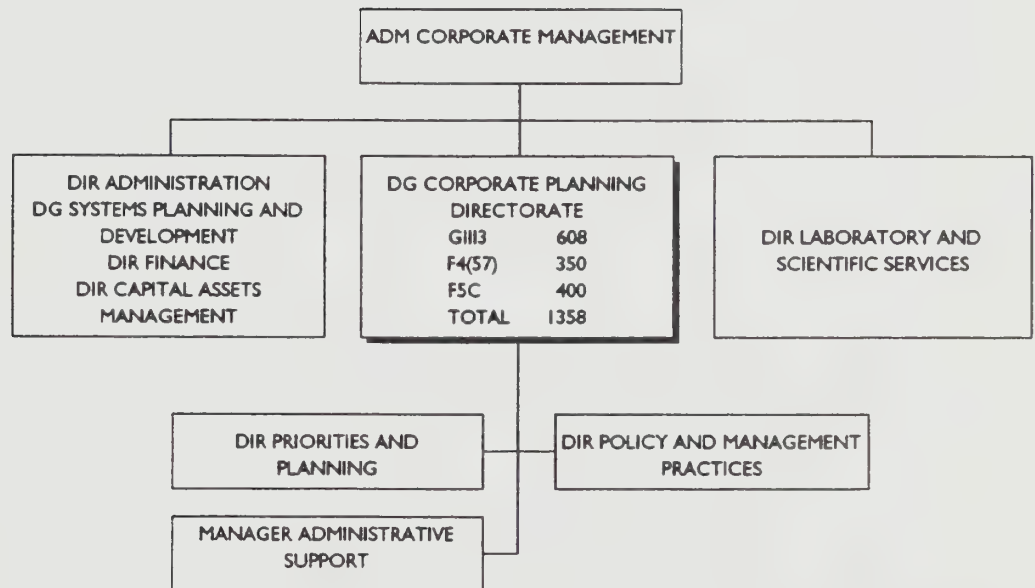
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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: I-6-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: I-5-A

POSITION TITLE: Director, Program Planning and Analysis

GENERAL ACCOUNTABILITY

Is accountable for the development of the Service's overall planning framework, the development of the strategic plan, the consolidation of operational plans and the monitoring of program performance against these plans. The incumbent is also accountable for the effective allocation and control of resources at the program level.

ORGANIZATION STRUCTURE

This is one of 10 positions at the third level reporting to the Director General, Program Management. The others are: Director, Engineering and Architecture; Chief, Socio-Economic Research; Chief, Realty; Chief, Operations Analysis; Chief, Administrative Policy; Chief, Contract Management; Co-ordinator, Liaison and Consultation; Chairman, Task Force on Local Government; and a Special Assistant.

Reporting to the incumbent are:

Manager, Strategic and Operational Planning (Staff of 5) develops the overall planning framework and strategic plan for the Program; develops planning guidelines, identifies priorities and thrusts for the development of operational plans; co-ordinates (methodology, training and quality control) the preparation of regional operations plans and integrates them into the program operational plan.

Manager, Development Planning (Staff of 3) develops guidelines and identifies priorities for the preparation of the 5-year capital program (development); analyses field inputs for compliance with program policy, strategic plan, guidelines, and priorities for inclusion in forecast and estimates; provides direction and training in the use of reporting and information systems; interprets and ensures compliance with Treasury Board directives respecting capital programs; and prepares Treasury Board and Cabinet submissions for major capital projects.

Manager, Current Year Program (Staff of 4) analyzes program performance against plans, identifies potential problems and develops and recommends remedial action; analyses past performance to assist in the preparation of guidelines to be used in future work plans; and develops systems and training for the monitoring of program performance.

Functional direction is provided to the Chiefs of Programming (total staff of 20) in each of the 5 regions of the Service.

NATURE AND SCOPE

The mission of the Service (a sector in an environmental department) is to identify, acquire, protect and present significant heritage places, not only for the present but for future generations to appreciate and enjoy. This mandate is enacted in legislation and Cabinet approved program policy, and is carried out through a decentralized organization of five regional offices.

The Program Management Branch is responsible for the planning, organizing and allocation of the human, financial and material resources available to the Program, integrated so as to minimize conflicts while pursuing the objectives, goals and priorities of the Program. The Program operates in an environment of steadily growing threats to natural and cultural heritage resources (resource development in the North, urbanization, acid rain), and conflicting federal and provincial jurisdictions (concerning ownership of parks). At the same time, the Program's parks and sites constitute a highly visible federal presence at a time in Canada's constitutional development when errors in judgement or failure to take regional sensitivities into account in government operations could have serious consequences.

Within this context, the Director, Program Planning and Analysis is responsible for the development of an overall planning framework that provides a focus for the planning, coordination and integration of services to satisfy operational needs and links work plans at the park level to policy and legislation at the department level.

The incumbent is responsible for the development of a strategic plan setting out the general direction of the program from which the subsequent operational and work plans flow. He/she is responsible for the preparation of the program operational plan by analyzing and evaluating regional submissions in terms of their response to program policy, strategic plan priorities and thrusts.

The Director, Program Planning and Analysis sets development priorities for the total program to provide a judicious and successful balance between conflicting demands. He/she must ensure that the program is being developed in pursuit of its long term objectives and within the bounds of approved policy. At the same time he/she must ensure that all planned development activities are cost effective and achievable. Numerous adjustments are necessary to current year programs requiring urgent decisions, i.e. defer some projects and accelerate others. This requires frequent communication with senior management at HQ and in regional offices to advise senior managers of the desirability and need for adjustments in the execution of their programs.

Resource allocation decisions at the program level have major environmental, economic and cultural impacts. Development projects in parks inevitably face the contradiction that some of the environment must be destroyed to protect the rest. The considerable job-creating impact of a \$32.7 million (constant) annual capital expenditures, generally in remote areas of Canada, is significant. This means that investment decisions are made in an atmosphere of political and interest group pressure. Development must be balanced between regions of Canada, between natural and historic heritage, between protection and use. These challenges require a broad knowledge and understanding of cultural, economic, and technical issues, as well as the wisdom and ability to choose between often conflicting alternatives. For example, the Service's annual capital and person year allocation is not sufficient to maintain acceptable and expected

levels of service. The program has not been granted any person year increases over the past four years and the capital shortfall is estimated at 25%. This situation has required a series of decisions regarding what must be sacrificed so that others might be preserved.

Freedom to act is limited only by restrictions imposed by the National Parks Act, Treasury Board directives and guidelines, the Financial Administration Act and departmental guidelines. Problems having significant impact on the policy and direction of the Program are referred to the Director General or Assistant Deputy Minister for approval of recommended solutions.

The Director, as the senior advisor to the Director General and Assistant Deputy Minister on program planning and resource allocation activities, is expected to provide advice and promote acceptance of program planning principles and techniques to other senior officers in the program. Additionally, he/she is the principal point of contact between the Service and Treasury Board to support and elucidate program strategic, operational and work plans.

The Director develops and maintains effective contacts with:

Corporate Planning to ensure consistency in planning operations; senior officers in the program to provide advice and guidance in the preparation of operational and work plans and to discuss current year performance; regional chiefs of programming to provide functional direction in the preparation of operational and work plans and to provide guidance in the resolution of problems associated with current year program execution; Treasury Board Secretariat related to problems or clarification associated with TB submissions seeking program approval, Cabinet submissions, operational and work plans submissions; Public Works Canada in the planning for work undertaken by that agency and problems associated with current year program execution.

The Director is a member of the Program Management Committee which determines policy, direction, priorities and thrusts and assesses program performance; and of the Interdepartmental Committee on Major Federal Land Development (alternate member) which advises Cabinet on major federal land development projects; Research Review Board which assesses value of, need for, and limits to research in the program.

DIMENSIONS (Constant Dollars)

Person-Years:

Department	9,897
Service	5,175
Subordinate	14

Salary, operating and maintenance budgets:

Service	\$58,408,163
Division	\$175,918

SPECIFIC ACCOUNTABILITIES

- 1 Develops and updates a strategic plan for the Program to provide overall direction to the program components in formulating subsequent operational and work plans.
- 2 Analyzes component inputs to the operational plan to ensure compliance with direction given.
- 3 Establishes priorities and prepares guidelines for the allocation of resources to the capital development program.
- 4 Analyzes and evaluates capital program proposals to ensure they are cost effective, achievable within specified time frames and consistent with Program policies, objectives and priorities.
- 5 Recommends appropriate funding and person year levels to the ADM for Program components.
- 6 Monitors capital program performance in relation to plans and proposes appropriate remedial action where and when deviations occur.
- 7 Provides advice to the Assistant Deputy Minister and other senior Program officers on program planning and resource allocation matters to facilitate the decision making process.
- 8 Maintains effective liaison with external agencies to the Program to ensure a reliable flow of information relevant to required decisions.

EVALUATION RATIONALE

Director, Program Planning and Analysis

KNOW-HOW

- F Extensive knowledge of all aspects of entire program in order to compile and coordinate the strategic planning exercises; requires extensive experience in managing planning frameworks in order to consolidate operational plans and monitor program performance.
- III Sets development priorities for the total program and provides a judicious and successful balance between conflicting demands. Programs are diverse in nature and the monitoring function dictates a Service-wide coordination of functional activities.
- 2 The position maintains constant contacts with regional and HQ senior managers to advise on acceleration or deferment of projects.
- 528 High number reflects the range of specialized knowledge and managerial skills required for the position.

PROBLEM-SOLVING/THINKING

- F Develops the entire planning framework and linking work plans with departmental and governmental policy. Program policies are broadly defined and the incumbent is responsible for program operational plans.
- 4 Evaluative thinking required to balance conflicting demands i.e. some environment must be destroyed to protect the rest; understanding of natural and historic heritage, between protection and use and an understanding of cultural, economic and technical issues.
- (50) Lower percentage reflects the availability of guidance in completion of assigned areas of responsibility.

ACCOUNTABILITY/DECISION MAKING

- E The duties of this position have strong impact on total program of the Service as incumbent recommends on resource allocation and priority to the Director General and Assistant Deputy Minister and is accountable within generally accepted professional guidelines for the development of priorities and plans and management of results and with guidelines established by Corporate Planning.
- 4S The position has a near primary impact on Service activities. The proxy selected to represent these activities is a budget of \$58 Mil (constant).
- 264 Middle number reflects the impact of the position on the direction to be taken by all activities within the Service.

SUMMARY

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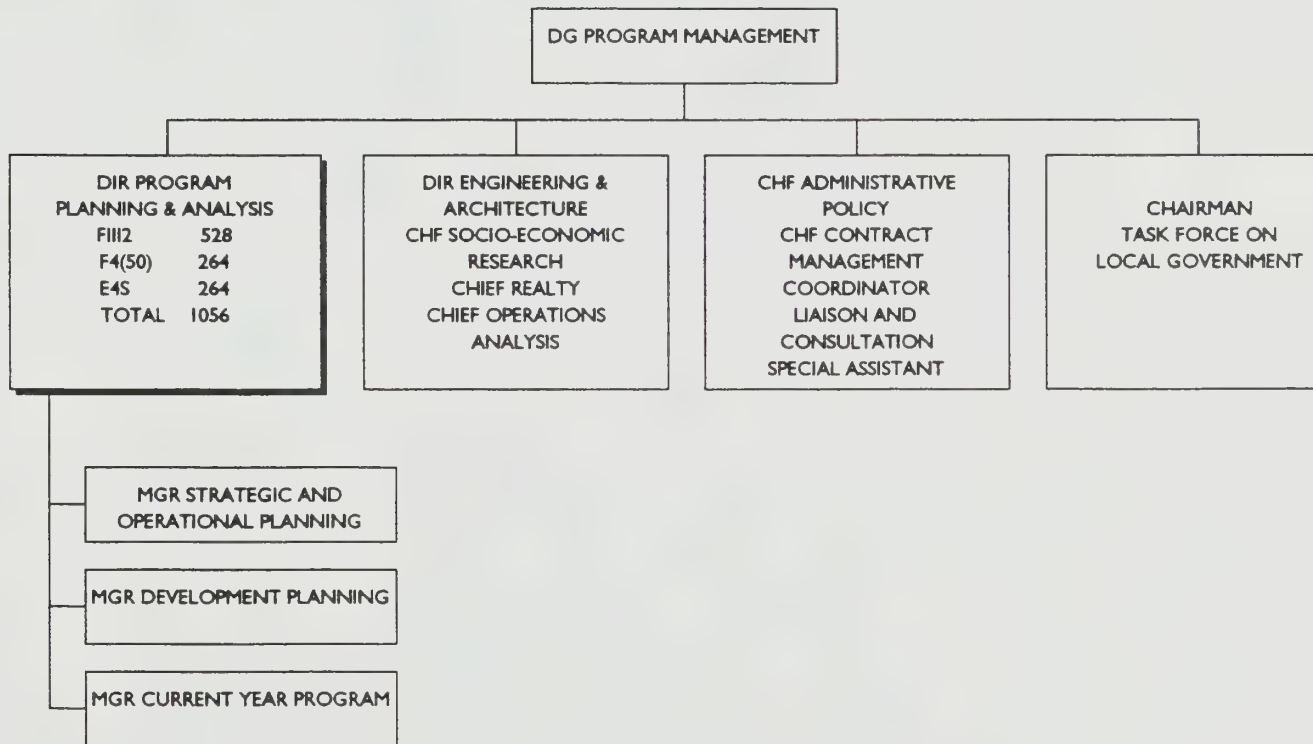
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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: I-5-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: I-4-A

POSITION TITLE: Chief, Planning

GENERAL ACCOUNTABILITY

Is accountable for planning the engineering component of major water development projects in the three prairie provinces; for directing a professional secretariat to the Agency Planning Committee which is a forum for co-ordinating engineering, economic, agricultural, social and environmental studies required to plan major water development and related thrusts; for co-ordination of engineering, economic, agricultural, social and environmental elements of other water development projects; for functional direction of other planning activities of the Engineering Service; and for directing the development of computer application for the Service.

ORGANIZATION STRUCTURE

This is one of seven positions at the third level reporting to the Director, Engineering Service. The other six are Chief, Technical Resources; Chief, Project Management; Manager, Alberta Region; Manager, Saskatchewan Region; Manager, Manitoba Region; and Manager, Administration and Finance.

Reporting to the Chief are:

Manager, Planning Division (Staff of 16) is responsible for engineering planning and evaluation of major water development thrusts and other multi-purpose water development proposals; provision of the secretariat to the Agency Planning Committee; development of standards and guidelines for various aspects of the planning work of the Engineering Service; advising Division Managers on advanced planning and/or economic, social and environmental evaluations of water development proposals; and directing special studies related to water resource planning.

EDP Applications Engineer is responsible for planning, development and implementation of co-ordinated electronic data processing programs for application to the work of the Engineering Service, and the other Services of the Agency, on request, in the fields of structural and hydraulic engineering, hydrology, geotechnical engineering, surveying, cost accounting and project planning.

NATURE AND SCOPE

The Chief supports a diverse organization within the Department which has responsibility for water conservation, development and soil conservation programs in the three prairie provinces. It develops and promotes systems of water supply, land utilization, tree culture and farm practice that will afford greater economic security to the agriculture sector, and undertakes programs and projects in the fields of single and multi-use water resource development and

municipal infrastructure which are aimed at enhancing agriculture and related sectors on the prairies. Projects and programs contribute significantly to the social and economic stability and growth of the prairie region, and impact directly and indirectly upon agricultural production, related industrial development and social, environmental and economic circumstances, regionally and nationally.

The Engineering Service is charged with long-range planning, investigation, detailed design, construction and maintenance of various types of works for water resource development, flood control, irrigation and municipal infrastructure. The Service develops, manages and implements programs such as the South Saskatchewan River Project (a major multi-purpose complex which includes the world's eighth largest earth dam) the Agricultural Community Water Infrastructure Program (providing community water and sewerage infrastructure facilities to 42 towns and cities in Saskatchewan), and the Alberta Irrigation Rehabilitation Program (which includes the replacement of several major river diversion structures serving large Alberta irrigation projects). The Engineering Service provides advice and services to federal, provincial, municipal and other agencies in Western Canada and internationally through CIDA and the World Bank. As this is the only federal government agency engaged in this type of activity, the Engineering Service maintains a high, self-sufficient level of professional competence in several fields in order to sustain a position of leadership and public confidence in its developmental role with respect to the water resources of the prairie region.

The Chief, Planning, directly or functionally, ensures engineering, economic, social and environmental studies are properly conceived, defined and evaluated for the planning of other water development projects. The incumbent is also responsible for engineering studies contributing to plans for development of water resources in the basins of prairie rivers and may serve as branch representative on intergovernmental planning boards and committees responsible for organizing and managing such studies. In the course of this work, close relationships are developed and maintained with specialists in a broad range of fields at the federal, provincial, university, and municipal levels dealing with many aspects of land and water use.

The incumbent is the key officer responsible for all aspects of the multi-disciplinary planning of major water resource developments. In this role, the incumbent is responsible for developing an overall study plan for designated major projects, and for ensuring that adequate consultation between the various areas of expertise takes place during the evolution of the study plan and evolution of the alternatives to be evaluated. The Chief consults with the Director, Policy and Analysis Service, in the development and implementation of the study plan. The incumbent co-ordinates all studies, reports regularly to the Branch Planning Committee and provides the final planning reports.

When a major development in the engineering planning field is contemplated, the Chief develops a strategy for performing the work and guides the development of a detailed work program. These programs are monitored regularly by the Chief, and the outcome of the work is reviewed and approved for technical soundness for submission to the Director, Engineering Services. The Chief may call upon the resources of the regional divisions and specialist engineering services as required.

A major challenge of the job arises during the planning and management of intergovernmental studies. Expeditious discharge of these responsibilities demands knowledge and sound judgement concerning time and budgetary constraints, availability of human resources, reliability of cost estimates, and interdepartmental and intergovernmental priorities and sensitivities (which frequently conflict), all of which must be applied within the context of broad and seasoned engineering knowledge and judgement. Most problems are solved through consultation with senior colleagues.

The Chief meets with senior officials of federal and provincial agencies in the water management field to identify and evaluate water development opportunities and to work out problems encountered in the course of investigations. The incumbent is a member of a number of committees, including the Joint Federal-Provincial Advisory Committee for Prairie Drought Proofing Studies.

As a member of the senior management team of the Engineering Service, the incumbent participates in the planning and management of the financial and manpower resources of the Branch and in the development and application of technical and administrative policies and procedures.

DIMENSIONS (Constant dollars)

Subordinate Person-Years:	19
Salary, Operating and Maintenance Budget:	\$254,064
Annual Capital Budget Influenced:	\$6 million

SPECIFIC ACCOUNTABILITIES

- 1 Provides valid and comprehensive strategies and engineering planning documents for the optimum conservation, control, development, and utilization of available water resources to meet developing needs.
- 2 Provides the secretariat to the Agency Planning Committee which reviews major water development projects having broad policy implications, complex problems and options, and diverse and conflicting uses, and which reviews recommendations and alternatives.
- 3 Provides engineering advice, guidance and managerial support to intergovernmental boards and committees responsible for directing major water resource studies.
- 4 Reviews and evaluates reports on engineering studies to ensure that they are based on sound professional considerations.
- 5 Acts as the Branch representative on intergovernmental and international committees dealing with major water development and related management matters.
- 6 Contributes to the efficient functioning of the Service by participating effectively with peers, in planning and directing interrelated functions.

EVALUATION RATIONALE

Chief, Planning

KNOW-HOW

- F Extensive knowledge of engineering theories and practices, and of related departmental and central agency policies and procedures. Knowledge of the Agency's programs and objectives.
- II Operational coordination of agency resources to permit effective planning of major undertakings and commitments.
- 3 Successful achievement of objectives requires dealing with officials of own and other federal government departments and provincial governments in the pursuit of joint plans and operations.
- 460 High number reflects the depth of technical knowledge required to operate within a context composed of mixed jurisdictions.

PROBLEM-SOLVING/THINKING

- F Thinking carried out within broad policies and objectives to set the stage for initiating new projects.
- 4 Analytical and constructive thinking is required in adjusting plans and commitments relating to a variety of projects, and in the application of broad, sound technical knowledge and professional judgement while ensuring that the federal thrust and interest are provided for.
- (50) Lower percentage reflects the availability of guidance from senior management.

ACCOUNTABILITY/DECISION MAKING

- E Reporting to the Director, Engineering Branch, is subject to broad practices and procedures in support of programs concerning water development and management affecting a large geographic area. Serves on federal-provincial committees affecting major programs and commitments.
- 2P Primary impact on division activities. The proxy selected to represent these activities is an operating budget of \$254,064 (Constant) and long term results of programs.
- 230 High number reflects the latitude the position has in dealing with officials of three provinces in the critical area of water management and the significant level of influence the position has on the capital disbursements.

SUMMARY

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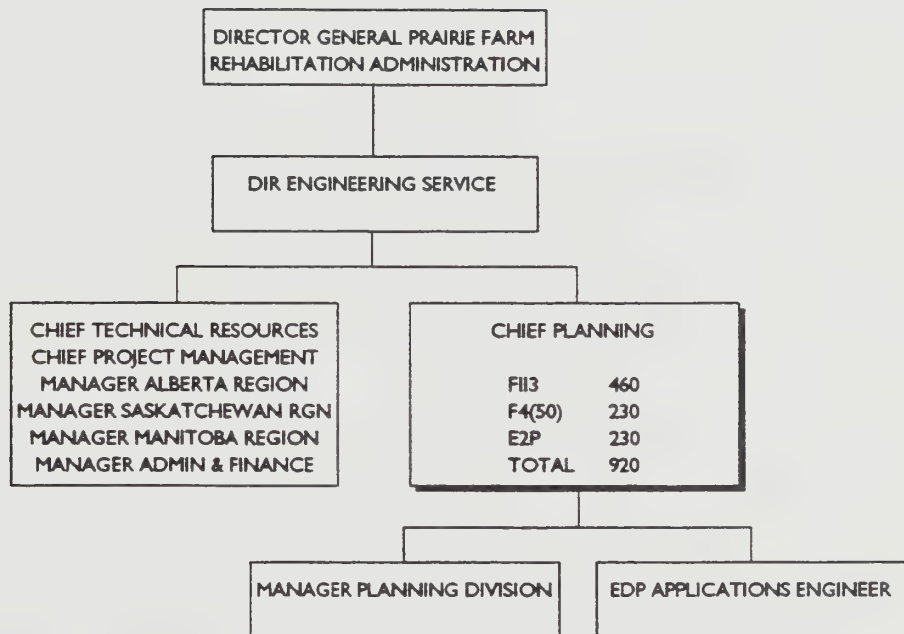
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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: I-4-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: I-4-B

POSITION TITLE: Chief, Heritage Planning

GENERAL ACCOUNTABILITY

Is accountable for the establishment and direction of all planning required for the identification, selection and development of heritage canals, co-operative heritage areas and Canadian heritage rivers for the entire country.

ORGANIZATION STRUCTURE

This is one of two positions at the third level reporting to the Director, Agreements for Recreation and Conservation. The other is Chief, Policy Division.

Specific functions of the five positions reporting to the incumbent are:

Head, Framework Planning and Background Studies (Staff of 4) is responsible for supervising the day-to-day planning and implementation of a systematic framework plan and background studies for identifying, selecting and recommending specific proposals for concept planning throughout Canada in consultation with 5 regional officers.

Head, Planning West (Staff of 3) is responsible for supervising the day-to-day production with provinces of feasibility studies and concept plans recommending specific initiatives for heritage conservation and development, in co-operation with regional offices, and in some cases through agreements with the provinces/territories of Ontario and Western Canada.

Head, Planning East (Staff of 3) is responsible for the day-to-day supervision of the joint production of feasibility studies and concept plans recommending specific initiatives for heritage conservation and development, in co-operation with regional offices and in some cases through agreements with the province of Quebec and the Atlantic provinces.

The two regional planning heads often function as leaders of planning teams consisting of experts in varied environmental fields from both regional and provincial offices. They substitute for the Chief in the day-to-day supervision of the team work.

Head, Drafting (Staff of 2) is responsible for the production of maps, plans and illustrations required for all projects carried out by the Division including the assembly of reports and documents.

NATURE AND SCOPE

The Service has the mandate to protect for all time, places which are significant examples of Canada's natural and cultural heritage and also to encourage public understanding, appreciation and enjoyment of this heritage. The Branch undertakes this mandate through program activities for heritage canals, co-operative heritage areas and the proposed Canadian heritage rivers system. These activities are co-operative in nature.

The Chief is responsible for directing the planning required to produce overall themes and objectives for the conservation, interpretation and development of heritage canals. Management plans prepared by regional offices must also be reviewed to ensure that themes, objectives and principles are being adequately considered, prior to development.

Following potential co-operative heritage area identification, the incumbent is responsible for establishing appropriate joint planning processes with provinces, and managing the planning required to determine the feasibility of developing an area and to prepare a concept plan which would identify specific general federal/provincial initiatives and their priorities for the conservation, interpretation and development of the area. These initiatives or projects become part of the Agreement of Recreation and Conservation when negotiated with the province. The initiatives and the supporting concept plan are jointly prepared by a federal/provincial team consisting of professional expertise in numerous fields related to heritage conservation, recreation and tourism. Direction for plan preparation is jointly provided by the incumbent and a provincial counterpart. While there are activities central to this type of work, the incumbent must often tailor the planning process to accommodate individual provincial/territorial ways of doing the job.

The Chief is accountable for monitoring and providing advice on plans prepared in the implementation of an agreement to ensure that they are in keeping with approved concept plans.

The incumbent provides advice to the Director, regional directors, and associated provincial government executives on the purpose, process and products related to potential and existing planning within the branch mandate. At the same time continuous contact is maintained with other branches, related federal programs within the Department, and other federal departments. The co-operative nature of the program requires the incumbent to serve as a member on various federal/provincial steering committees related to heritage conservation projects carried out in the field.

Within these committees, the incumbent develops new planning strategies, initiates and directions for plan preparation, allocates resources, analyzes findings and outlines priorities for action.

DIMENSIONS (Constant Dollars)

Person-Years:

Division	14
Salary, Operating and Maintenance Budget	\$182,857
Capital Budget	\$ 61,224

SPECIFIC ACCOUNTABILITIES

- 1 Formulates and establishes planning processes jointly with provincial/territorial governments for the preparation of concept plans to identify general initiatives, priorities and approaches to be included in federal/provincial agreements for the development of co-operative heritage areas.
- 2 Directs the preparation of feasibility studies and concept plans jointly with provincial counterparts, by establishing terms of reference, work schedules and providing guidance.
- 3 Formulates and develops a framework based on background studies for the identification and selection of potential co-operative heritage areas to be discussed with provinces/territories as potential joint conservation and recreation projects.
- 4 Formulates and establishes the principles, guidelines, administrative structure and required legislation for a Canadian heritage rivers system by developing and co-ordinating the viewpoints and agreement of provincial/territorial and other federal agencies so that the unique and outstanding examples of Canada's river environment can be protected and enjoyed by Canadians.
- 5 Formulates themes and objectives for heritage canals and provides advice on the suitability of master and site plans for development within these overall guidelines.
- 6 Provides leadership in the conceptualization and advancement of new co-operative programs for working jointly with provinces/territories to satisfy emerging conservation and recreation needs.

EVALUATION RATIONALE

Chief, Heritage Planning

KNOW-HOW

- F Extensive knowledge required to develop and interpret general policies and regulations and to direct planning activities into overall themes for recreation and conservation within parks boundaries on a national basis. Knowledge of history, preservation and restoration techniques.
- II Conceptual management of the long range plans for the study and identification of heritage canals, co-operative heritage areas and the Canadian heritage rivers system. All viewed as similar in nature and end results.
- 3 Successful achievement of objectives requires the incumbent to negotiate with provincial and territorial governments for designation of heritage areas.
- 460 High level reflects national scope of the position with respect to development of historical sites.

PROBLEM-SOLVING/THINKING

- E Thinking within well-defined area in developing and maintaining national system of heritage designation.
- 4 Analytical and constructive thinking is required in dealing with multi-faceted nature of negotiations with provincial and territorial governments with view towards developing and convincing provincial counterparts to accept Service's designations.
- (43) Lower percentage reflects the availability of guidance from well-defined precedents.

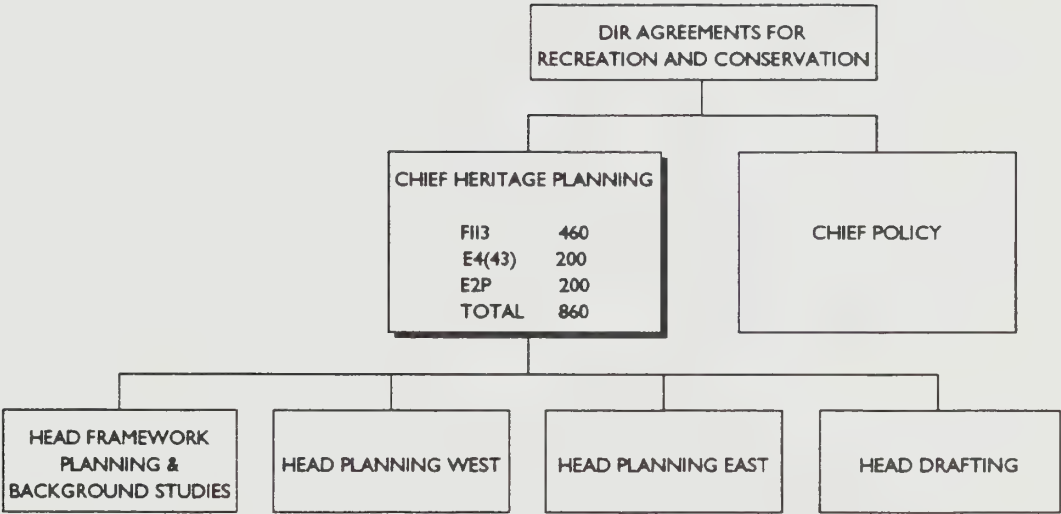
ACCOUNTABILITY/DECISION MAKING

- E Reporting to Director, Agreements for Recreation and Conservation; subject to goals and objectives of branch.
- 2P The position has a primary impact on activities of the division. The proxy selected to represent these activities is an operating budget of \$182,857 (Constant).
- 200 Middle number reflects the impact on the national parks system.

SUMMARY

FII3	460	E4(43)	200	E2P	200	860	0
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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: I-4-B



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: J-10-A

POSITION TITLE: Assistant Deputy Minister, Economic Development Policy

GENERAL ACCOUNTABILITY

Is accountable for providing advice on the economic, fiscal and financial implications of government programs in vital areas of the Canadian economy; formulating recommendations on the financial operations of Crown corporations; and recommending policies concerning loans, investments and guarantees by the government to Crown and private corporations.

ORGANIZATION STRUCTURE

This is one of nine positions at the first level reporting to the Deputy Minister. The other eight are: ADM Fiscal Policy & Economic Analysis; ADM Federal-Provincial Relations & Social Policy; ADM Tax Policy & Legislation; ADM Financial Policy Sector; ADM International Trade & Finance; ADM Law; ADM Administration; and ADM Consultations & Communications.

Specific functions of the four positions reporting directly to the ADM are:

General Director (Staff of 4) provides specialized policy advice and analysis and assists the ADM in the management of the Branch and the planning of its activities.

Director, Economic Development (Staff of 31) manages the economic research and policy analysis; formulates recommendations and advice concerning the allocation of the government's resources; and the determination of policy and program priorities in the field of economic development.

Director, Energy and Resource Policy (Staff of 29) manages the economic research and policy analysis; formulates recommendations and provides advice on the management and development of energy resources, minerals and northern development.

Assistant Secretary, Crown Corporations (Staff of 42) initiates policies respecting loans, investments and guarantees made by the government to Crown corporations and private sector enterprises and provides analyses of industrial and commercial projects applying for support and negotiates suitable terms, conditions and security to minimize exposure of the Consolidated Revenue Fund.

NATURE AND SCOPE

The Minister of Finance and the Minister of State (Finance) are the principal advisors to the government on a wide range of economic issues. The Minister of Finance is one of the three Ministers whose approval is required for acceptance of Crown corporation capital budgets by the Governor in Council. Their concerns, as they relate to the work of this Branch, are to reconcile and harmonize the Government's many different goals, some of which may be in conflict with others. In the broadest terms, these goals are to preserve stability in the Canadian economy while providing for an acceptable rate of growth and regional balance in the national economy. This involves analyzing the economic and fiscal impact and financial requirements of various policy and program proposals and assessing their relative priorities in the light of the government's economic objectives and the resources available to finance them. It is in this very broad and complex area of government activity that the ADM must operate.

The incumbent plans, directs and coordinates the investigation and the formulation of policy advice undertaken to help the government meet its economic objectives. The incumbent must anticipate and identify the sources of problems and their consequences for the economy and the Treasury, and to suggest corrective actions or alternative policy directions. Since these activities often deal with policies and programs that are primarily the responsibility of other departments, the technical and conceptual difficulties of policy formulation are compounded by the need to convince the administering agencies to accept either modifications to established policy or alternative policy directions.

A major challenge is the need to find an acceptable balance between what is technically desirable, administratively possible, and in accord with the government's short and longer term objectives. This requires a high degree of judgment and sensitivity to current conditions and the ability to sense the best combination of these elements. The government's credibility and billions of dollars as well as the economic well-being of major economic sectors will be affected by these judgments.

Some of the issues that confront the incumbent are the development of the government's agenda for economic renewal and its related elements such as competition policy, transportation policy and energy policy; the primary resource areas such as agriculture, fisheries, and forestry and their potential for further development; environmental policy, nuclear policy, heavy water and the CANDU reactor development; major regional issues including the search for alternative strategies for the Eastern provinces and major initiatives for the West.

In the field of government finance, the ADM is responsible for recommending to the Minister acceptance, rejection or modification of capital budgets of Crown corporations, taking into account economic, commercial and financial considerations and the established objectives of these corporations. The ADM also recommends the terms and conditions for loans to Crown corporations and other borrowers; advises on capital structures, the limits of corporate debt and equity, budgetary and other financial controls and loan guarantee provisions of Crown corporations. The ADM is accountable for the Department's advice respecting the acquisition of corporations, the evaluation of businesses, negotiation or renegotiation of commercial contracts with foreign governments or the private sector. The ADM formulates recommendations concerning the advisability of the Crown offering assistance to major

industries in Canada which are facing financial difficulties. The ADM is also responsible for the determination, each month, of the level of investment of Canada Pension Plan monies in the securities of each of the provinces or provincially guaranteed agencies.

In addition, the Minister of Finance has been charged by Cabinet to recommend the size of the various envelopes being set up as part of the expenditure management system. Those recommendations draw heavily upon the work the Branch does in assessing the impact and implications of various alternative expenditure packages. The Minister has a particular responsibility for policy advice respecting expenditure allocations out of the Economic Development Envelope and draws on the Policy Reserve from the perspective of the Department of Finance. The ADM is accountable for the soundness of the analysis that underlies these recommendations which have a significant impact upon the allotment of funds to the envelope and, in turn, upon the operations of Canadian industry.

In carrying out these duties the incumbent has contact with a broad range of senior officials of all levels of government and in the private sector. The purpose of these contacts, for the most part, is to attempt to resolve problems facing the government, the Crown corporations or private industry. The ADM proposes alternative solutions to these problems, and attempts to resolve conflicts between the limited financial resources of the government and the many competing demands for them.

DIMENSIONS (Constant Dollars)

Person-Years:

Department	800 (including Crown Corporations)
Division	108

Division salary, operating and
maintenance budget

\$1,188,000

BUDGETARY IMPACT

Responsibility for loans, investments and guarantees - \$20+bil.

Policy advice regarding the Economic Development Envelope - \$3.2 bil.

Energy Programs - \$537 mil.

SPECIFIC ACCOUNTABILITIES

- 1 Promotes stability in the Canadian economy by formulating recommendations on a wide range of policies and programs affecting the major economic sectors, together with the amount and form of their funding.
- 2 Supports economic growth by recommending policies respecting loans, investments and guarantees to Crown corporations and the private sector.
- 3 Prepares recommendations respecting the acceptance, modification or rejection of the capital budgets of Crown corporations to ensure adequate financial resourcing.

NUMBER: J-10-A

- 4 Manages the operations of the Economic Development Policy Branch and ensures that they are effectively coordinated with the operation of the Department as a whole.

EVALUATION RATIONALE

ADM, Economic Development Policy Branch

KNOW-HOW

- G Mastery of concepts, theories, techniques and practices in the fields of economics and finance with comprehensive knowledge of economic conditions, government objectives and the wide range of constitutional, political, social, environmental, economic and financial factors. Chief departmental adviser on economic and financial matters.
- IV Coordination of policy formulation and advice on a wide range of government programs, particularly those pertaining to economic development and energy.
- 3 Successful achievement of objectives requires presenting advice and recommendations, leading/participating in discussions with federal and provincial governments, Crown corporations and private corporations, and motivating a staff of 108.
- 1056 Highest number indicates tendency towards H reflecting expected mastery in the fields of economics and finance in directing the development of the government's global strategy for economic development.

PROBLEM-SOLVING/THINKING

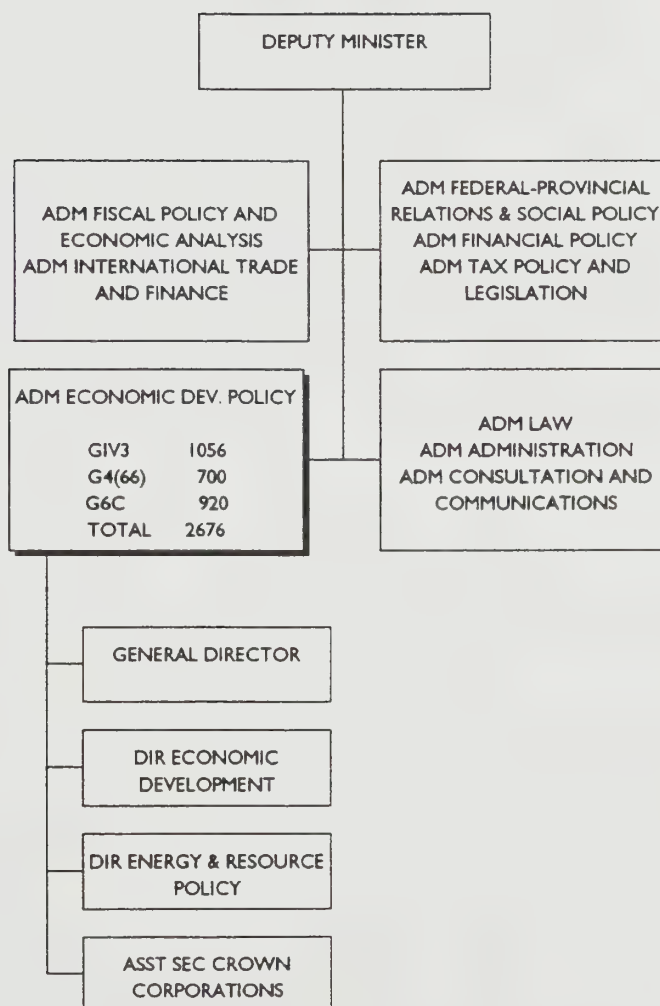
- G Under guidance from the Deputy Minister, and within general federal policies and goals, provides advice and policy recommendations on a wide range of government programs, e.g. energy, industrial development strategy, Crown corporation financial operations, loans to private corporations and Economic Development Envelope in an environment of rapid economic and constitutional change.
- 4 Analytical, constructive thinking is needed to provide advice and formulate recommendations on a wide range of complex and significant matters, e.g. formulation of a national energy policy, development of national industrial strategy, nuclear policy.
- (66) Higher percentage reflects a tendency towards creative thinking in the formulation of government macro economic policy.

ACCOUNTABILITY/DECISION MAKING

- G Reporting to the Deputy Minister of Finance, is subject to general guidance in formulating recommendations and providing advice on the economic, fiscal and financial implications of government programs in such areas as energy and industrial strategy.
- 6C Position has a contributory impact on the Economic Development Envelope. The proxy selected is a budget of program expenditures of \$3.2 billion plus energy programs estimated at \$537 Million (Constant).
- 920 Highest number reflects the size of the envelope and the impact on the Canadian economy through leveraged investments.

SUMMARY

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: J-10-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: J-9-A

POSITION TITLE: Executive Director, Appeals and Investigations

GENERAL ACCOUNTABILITY

Is accountable for the development and maintenance of programs to provide for independent review and investigation of appeals and complaints received from employees, their representatives and applicants for employment in the Public Service to ensure that they are treated equitably; that appropriate remedial action is taken where necessary to correct abuses and prevent their occurrence; and for providing an advisory service to the Commission and its senior officers in respect of redress and human rights matters generally.

ORGANIZATION STRUCTURE

This is one of nine positions at the first level reporting to the Chairman of the Commission. The others are: Director General, Audit; Executive Directors, Staffing; Staff Development; Corporate Systems and Services; Senior Executive Programs; Language Training; Director, Legal Services and Director, Secretariat Services.

Specific functions of the seven positions reporting directly to the Executive Director are:

Director General, Appeals (Staff of 37) is responsible for the hearing of appeals and rendering of written decisions and the publication of precedent cases for the guidance of departments, unions and employees.

Director General, Anti-Discrimination (Staff of 12) is responsible for the review and investigation of complaints of discrimination or inequitable treatment and for obtaining remedial action when appropriate.

Director General, Investigations (Staff of 12) is responsible for the review and investigation of complaints involving employment matters which do not fall within the jurisdiction of other programs.

Registrar (Staff of 7) receives all appeals, complaints and enquiries, registers them, assigns them to appropriate programs, arranges hearings and takes follow-up action as necessary.

Chief, Administrative Services (Staff of 4) is responsible for financial, personnel, supply and other administrative services and programs for the Branch.

Planning Officers (2) are responsible for research, special studies and projects designed to help ensure that the operational programs are effective.

NATURE AND SCOPE

The Appeals and Investigations Branch deals with appeals and complaints arising under the Public Service Employment Act and Regulations from persons outside as well as inside the Public Service. Enquiries are received from individual employees or applicants, unions, minority groups, Members of Parliament and, on occasion, concerned citizens. The Branch also handles complaints alleging discrimination arising in areas under the Public Service Employment Act. In this connection since the establishment of the Canadian Human Rights Commission, the Branch has continued its investigative role regarding complaints of discrimination under the Public Service Employment Act under agreement with that Commission. Appeals and complaints must be promptly acknowledged and receive early attention.

The role of the Executive Director is to ensure that programs are established which will achieve the foregoing and that they are maintained up-to-date; to conduct liaison with other agencies engaged in similar work, nationally, provincially and in other countries; to ensure that the resources of the Branch are used to maximum advantage; to consult with employers, employees and special interest groups to get their input and allay their concerns; to implement the information programs necessary to inform all the publics concerned, including complaints from the private sector; to discuss cases with Deputy Ministers when corrective action has not been achieved at subordinate levels; to review all relevant legislation, directives, procedures and policies, or reports of such reviews, to ensure that they are free of discrimination or inequity, and provide an advisory service to the Commission and its senior officers in relation to all redress matters.

Besides conducting a review of new policies and programs initiated elsewhere in the Service which have a bearing on redress, the incumbent must be alert to changes in public opinion, changes of a social nature and initiatives in human rights legislation at all levels of government in Canada and abroad which may affect the scope and nature of policies on redress matters and the operational policies and procedures that must be developed to support them. He/she is responsible for the development and maintenance of such policies and for the initiation and recommendation of changes to existing policies and the development of new programs as necessary. A recent example was the proposal made by the Branch that additional areas of possible discrimination be proscribed under the Public Service Employment Act.

The Executive Director must operate in harmony with senior management of departments, unions, minority groups and individuals on matters which are usually contentious to some of those concerned. Neither the desires and aspirations of management nor of employees must be allowed to affect the decisions or recommendations which must stand or fall on the basis of the facts. The challenge is to operate fairly and objectively in a climate of conflict, controversy, difference of opinion and sometimes bias. These situations must be resolved satisfactorily and without rancour, as on-going relationships must be preserved on a satisfactory basis in the interests of the Service generally, and particularly the interests of those who depend on the Branch for independent review and redress.

The programs of this Branch operate with a high degree of independence from the Commission. Independence is assured by the fact that the decisions of boards are binding on all parties, including the Commission, and can only be reviewed by the Federal Court. In the case of the Anti-Discrimination and Investigations Directorates, decisions to investigate or not are made without reference to the Commission and recommendations or rulings following reviews and investigations are made to departments directly without prior consultation with the Commission. This also applies to follow-up to ensure that remedial action is taken.

The most significant contacts within the Commission are with the Chairman and Commissioners to give advice, to report on critical or interesting cases, to ensure the Commission is aware of upcoming matters which may affect them, and to report on operational problems and successes; with Executive Director, Staffing and his/her senior officers regarding policies, procedures, selection standards and other matters which impact on the work of the Branch and which investigations and appeals decisions often affect; with Director General, Audit on matters of mutual concern arising from appeals and investigations; with Executive Director, Corporate Systems and Service Branch and his/her senior officers regarding matters of administrative service, finance, personnel, information, etc. and with the Legal Advisor seeking legal opinions and advice.

Outside the Commission, there are frequent contact with Deputy Ministers, ADM's and sometimes Heads of Personnel on case resolution. Generally the Executive Director, Appeals and Investigations only becomes involved when agreement has not been reached below the DM or ADM level. There are also contacts with the Chairman of the Canadian Human Rights Commission and his/her senior officers regarding matters of mutual concerns such as trends in discrimination; with the Privacy Commissioner regarding policy matters such as release of investigation files; with the Assistant Secretary level at Treasury Board, particularly in the Personnel Policy Branch, regarding real or incipient problems discovered in investigations; with provincial Human Rights Commissions on a consultative or exchange of information basis; and with the US Civil Service Merit Commission to exchange information.

DIMENSIONS (Constant Dollars)

Person-Years:

Commission	2,550
Branch	77
Public Service	210,000

Branch salary, operating and maintenance budget	\$953,061
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Public Service Salaries	\$7.70 Bil
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SPECIFIC ACCOUNTABILITIES

- 1 Ensures protection of the fundamental rights of Public Service employees and applicants from the private sector in matters of employment through the design and coordination of specific programs.
- 2 Contributes to the staffing process by hearing appeals and rendering decisions in a timely fashion.
- 3 Reviews complaints and enquiries involving denial of rights or irregularities and seeks remedial action through deputy ministers when the matters raised are within that jurisdiction and with Treasury Board, Privy Council Office and Public Service Commission when appropriate to eliminate the causes of complaints.
- 4 Conducts a continuing examination of changes to the Public Service Employment Act and Regulations, Collective Agreements, the Official Languages Act, Financial Administration Act and other acts, directives and regulations to identify conditions which might permit, or might seem to permit actions of an inequitable nature in Public Service employment.
- 5 Conducts and oversees on a continuing basis research, evaluations and studies to identify the incidence of prejudicial or inequitable practices in employment; determines the causes of such problems and the necessary action to eliminate them.
- 6 Ensures through a continuing dialogue with employer and employee groups, that the concerns of minority and other special interest groups are given full consideration.
- 7 Advises the Commission, other departments and agencies as required on human rights matters.
- 8 Advises on the effectiveness of human resource management in the Public Service.

EVALUATION RATIONALE

Executive Director, Appeals and Investigations

KNOW-HOW

- G Mastery of federal legislation, all regulations and precedents pertaining to employment in the Public Service; detailed knowledge of collective agreements and related Acts, directives or regulations, as well as of human rights policies, programs and legislation in Canada and internationally.
- IV Coordination of a strategic function of the Commission, planning and managing programs to protect human rights of public servants and outside applicants in employment matters.
- 3 Successful achievement of objectives requires the incumbent to hear cases impartially, counsel and guide employees, recommend remedial actions to senior management in employing departments, interact with unions, and participate in a variety of committees.
- 920 Middle number reflects the depth of specialized expertise required to manage a major function in the Commission.

PROBLEM-SOLVING/THINKING

- G Thinking is governed by the general principles and goals of the Public Service Employment Act, Public Service Staff Relations Act, Financial Administration Act and other Acts and regulations covering or pertaining to employment in the Public Service.
- 4 Analytical and constructive thinking required to investigate, assess and evaluate cases brought before the Branch and to respond to trends and developments in legislation and social changes, with appropriate changes to Branch policy and programs.
- (66) Higher percentage recognizes that decisions made by position are frequently precedent setting.

ACCOUNTABILITY/DECISION MAKING

- G Reports to the Chairman of the Commission, subject only to general guidance in the development and conduct of programs to ensure that fundamental rights of employees are protected in employment matters.
- 6I The position has an indirect impact on staffing in the public service. The proxy selected to represent this activity is a salary budget of the public service of \$7.7 Bil (Constant).
- 608 Middle number reflects the impact of the position on staffing practices throughout the Public Service and size of budget.

SUMMARY

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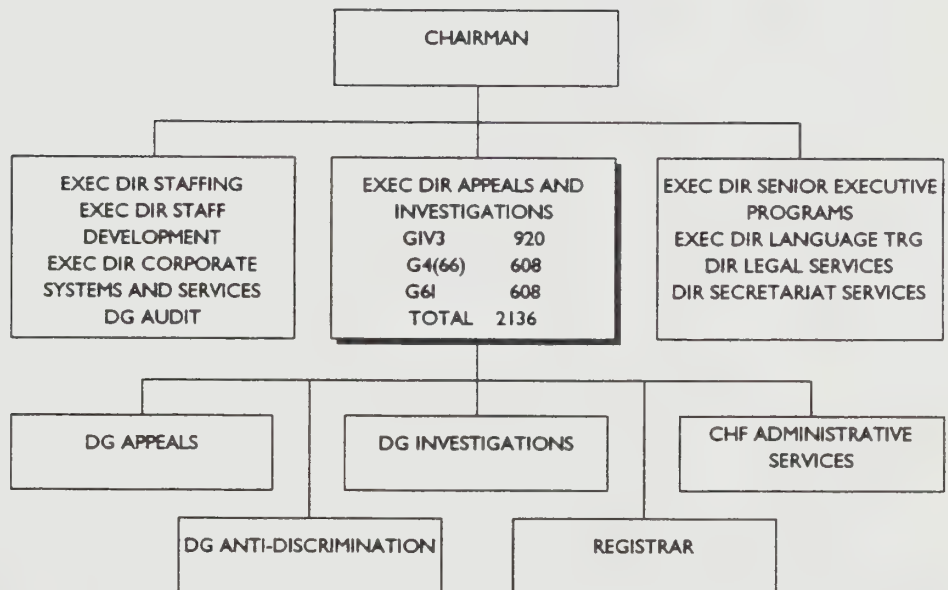
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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: J-9-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: J-8-A

POSITION TITLE: Assistant Secretary, Information Management

GENERAL ACCOUNTABILITY

Is accountable for the development and revision of policies, regulations, guidelines and management for all information matters within the jurisdiction of the Central Agency.

ORGANIZATION STRUCTURE

This is one of two positions at the second level reporting to the Deputy Secretary, Administrative Policy. The other is the Assistant Secretary, Administrative Management.

Specific functions of the 2 positions reporting to the incumbent are:

Director, Information Management Technology (Staff of 12) is accountable for the development, monitoring and implementation of administrative policies relating to all aspects of information management technology; for reviewing annual departmental plans on the application and management of information resources and information technology; for the development of information technology standards for the federal government and participation in national and international standards work; and for the technological support required to implement regulations and directives, and the issue of registers to the public under the Access to Information and Privacy Acts.

Director, Information Management Practices (Staff of 18) is accountable for the development, revision, interpretation and implementation of all regulations and policies relating to the management of information as a corporate resource, Access to Information and Privacy, government information collection, the security of information and other assets of the Government of Canada, management practices and communications or public affairs. The Director is responsible for co-ordinating the implementation of the Access to Information Act and the Privacy Act across the federal government, managing the implementation of administrative policy on security, and for reporting to Treasury Board and the Cabinet Committee on Security and Intelligence every two years on progress in implementing, as well as monitoring compliance with, government security policy.

NATURE AND SCOPE

Operating primarily under Sections 5, 6 and 34 of the Financial Administration Act, the Assistant Secretary is responsible for policies dealing with the use of all information resources, including EDP telecommunications, office automation and records management, across government and for the responsibilities of the President under the Access to Information and Privacy Acts.

Responsibilities include the planning, coordination and control of projects leading to the development, or review and revision of legislation, regulations and government policy. These projects require the organization and management of interdepartmental task forces and steering committees, both within the federal Public Service, with other jurisdictions (provincial), the private sector (e.g. to examine "buy" versus "make" options). Work includes the preparation of Cabinet memoranda, through the Cabinet Committee on Communications, Treasury Board or the Cabinet Committee on Security and Intelligence.

The Division develops submissions and policy proposals for the approval of Treasury Board, and reviews departmental submissions to the Treasury Board for Information and Technology Systems Plans, security plans, exemptions from policies, etc. From time to time, the management of policy development projects also requires arranging for the secondment of personnel from other departments of government or other branches of the Secretariat.

The Assistant Secretary is responsible for reviewing, with project managers, new or revised policy and program alternatives developed by the Division and for recommending appropriate policy proposals to the Deputy Secretary and the Treasury Board Senior Advisory Committee. The Assistant Secretary presents policy submissions to Ministers of the Treasury Board, or appropriate committees of Cabinet.

In recent years there has been a requirement to introduce policies and directives to meet needs for expenditure restraint and enhanced accountability of the government's use of scarce resources. Examples include the impact of office automation, productivity improvements, increased use of management of information resources at the corporate level, security of information and other assets of the government of Canada and co-ordination of government information collection.

A major difficulty is to maintain an acceptable balance between the need to ensure that administrative inputs to departmental programs are expended effectively with probity and prudence against any negative impact resulting from the introduction of such restraints. This danger is minimized by ensuring adequate departmental participation at an appropriate level in the development of these policies.

The incumbent conceptualizes and leads the development of complex policies, (such as strategic direction for the development of information technology in government, policies on the use of file matching using Social Insurance Numbers, and government policy and standards for service to the public) and of effective procedures and guidelines for improving information administrative management in the government.

The incumbent seeks advice from higher management whenever issues have significant political sensitivity, could have a major impact on current government activities or could cause embarrassment to the government or the President.

This activity has a direct impact on a support services cost of \$3 Bil (Constant) for some 60 departments and agencies. In addition, the incumbent advises on a broad range of contracting policy and other related administrative policy issues which impact on the development of administrative policies. The Access and Privacy area affects 134 institutions.

Contacts with the Minister and his staff are made through meetings, memoranda, briefing notes and telephone calls in response to requests for policy advice and guidance on a wide range of administrative as well as broader government management issues. Advice relates to legislative issues such as Access to Information and Privacy, criticism of government performance contained in reports by the Auditor General, specific commissions and committees such as Public Accounts and Miscellaneous Estimates and questions raised in Parliament and the media related to the government's information policies as well as on the status and implication of current administrative policies and those under development. Advice is given to Ministers on the management of security in the Government by means of triennial reports to the Cabinet Committee on Security and Intelligence, the management of communications or public affairs across the public service and the management on information technology. This advice enables Ministers to be armed with the information and the control mechanisms necessary to manage such functions at the government-wide level, both in terms of expenditure controls and general policy direction.

Contacts outside of the Treasury Board are made with Assistant Deputy Ministers, Deputy Ministers and Heads of Agencies on a variety of administrative policy development and interpretation issues such as advertising, publishing, access to information and privacy, the introduction of information technology, organizational models for information management, security breaches and sanctions.

The Assistant Secretary represents more senior executives of the Agency at Cabinet Committees meetings which are attended by Deputy Ministers or Ministers, e.g. Communications Committee or Government Operations Committee. The Assistant Secretary is contacted regularly by organizations outside of the Public Service for advice and guidance on government administrative policies that impact on the private sector (such as contracting). These include heads of major industrial, technical and business associations such as the Canadian Business Equipment Manufacturers Association, the Canadian Association of Data Processing Services Organization, the Business Council on National Issues, the Association of Records Managers (International), the Centre for Investigative Journalism, and the Canadian Manufacturers Association.

In addition, the incumbent receives regular invitations to make presentations on administrative policy issues to government and private sector sponsored seminars, conferences and meetings.

DIMENSIONS (Constant Dollars)

Person-Years:

Department	750
Division	34

Division salary, operating and maintenance budget	\$357,000
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Magnitude of Government annual expenditures affected by Information, EDP, Telecommunications Standards and Policies	\$3 Bil
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SPECIFIC ACCOUNTABILITIES

- 1 Plans and directs the development and revision of policies, regulations and guidelines for all information management matters within the jurisdiction of the Central Agency.
- 2 Provides authoritative policy advice and guidance, often on very short notice, on administrative matters to senior executives of the Central Agency and Departments.
- 3 Plans, organizes and chairs interdepartmental task forces and steering committees to deal with information management matters.
- 4 Maintains an acceptable balance between the need to ensure that administrative inputs to departmental programs are effectively expended against any negative impact that may result from the introduction of such restraints.
- 5 Represents the Deputy Secretary, Secretary and, on occasion, the President at Deputy Minister or Minister level Cabinet Committee meetings and presents policy submissions to Treasury Board Ministers for their consideration when required to do so in the absence of the Deputy Secretary.

EVALUATION RATIONALE

Assistant Secretary, Information Management

KNOW-HOW

- G Mastery of those areas of management of information resources for which the Division is responsible and of central agency policies dealing with the use of all information resources, including EDP, telecommunications, office automation, records management across government, as well as the responsibilities of the President under the Access to Information and Privacy Acts.
- IV Operational management of the development or review and revision of legislation, regulations and government policies for all information matters within the jurisdiction of the Central Agency including all submissions and policy proposals for Information and Technology Systems Plans, security plans and exemptions from policy.
- 3 Successful achievement of objectives requires motivating a staff of 34 dealing with Deputy Ministers and other officials, officials of private industry and of technical and business associations, and as the Agency's representative on numerous Committees (e.g. Communications Committee, Govt. Operations Committee).
- 800 The low number reflects the management of a single important function at the policy level across the federal public service.

PROBLEM-SOLVING/THINKING

- G Thinking within general government policies, principles and goals and general direction from the Deputy Secretary in developing new or revised policy, legislation and regulations.
- 4 Analytical and evaluative thinking is required in recommending policy to the Deputy Secretary and the Treasury Board Senior Advisory Committee, and maintaining an acceptable balance between administrative inputs to departmental programs and the probity and prudence in their expenditure.
- (57) Lower number reflects the availability of guidance in dealing with a wide variety of situations and issues.

ACCOUNTABILITY/DECISION MAKING

- F The position reports to the Deputy Secretary, Administrative Policy Branch, from whom general direction is received.
- 6C The position has a contributory impact on information management in the federal government. The proxy selected to represent these activities is the approximately \$3 Bil-annual government expenditures affected by information management policies and standards.
- 608 Higher number reflects the size of the budget affected and the position's political impact and impact on the environment in much of the public service.

SUMMARY

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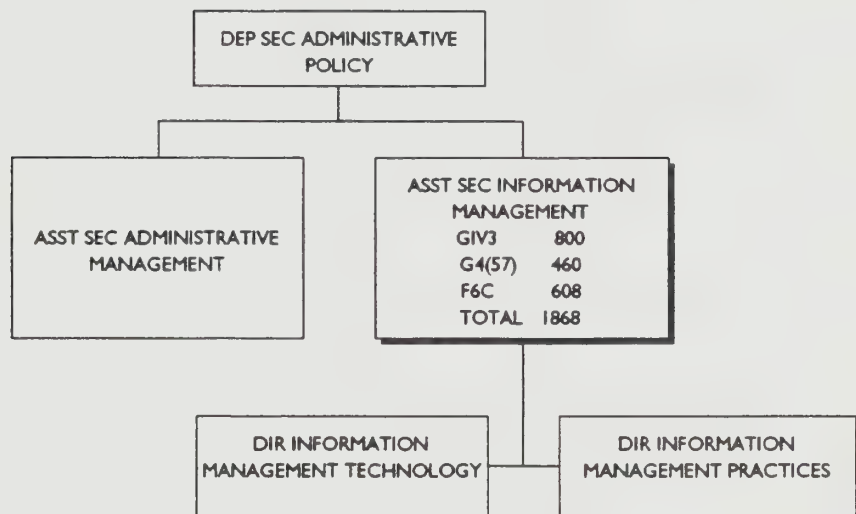
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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: J-8-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: J-7-A

POSITION TITLE: Director, Official Languages Policy

GENERAL ACCOUNTABILITY

Is responsible for developing, formulating and implementing all Official Languages policies to achieve the government's official language objectives in all departments, agencies, and Crown corporations.

ORGANIZATION STRUCTURE

This is one of five positions at the second level reporting to the Deputy Secretary, Official Languages. The other four are: Director, Liaison; Director, Program Evaluation; Director, Operations; and Director, Management Information and Services.

Specific functions of the two positions reporting to the Director are:

Chief, Review and Development is responsible for policy design; policy and guidelines development and promulgation; policy reviews and framework analysis, rationalization; and policies governing support programs.

Chief, Special Projects and Interpretation is responsible for day-to-day policy related issues; committee and group work; development of responses to Parliamentary committee recommendations and those of the Commissioner and other interests; topical analyses and special studies; and representing the Branch on *ad hoc* committees.

Staff supporting the activities of the two Chiefs are assigned on a project basis within a matrix of approximately 20 person-years.

NATURE AND SCOPE

The Official Languages Act (1969), the Parliamentary Resolution on Official Languages of 1973 and the 1982 Charter of Rights and Freedoms (sections 16 to 20) constitute the framework of language reform in federal institutions.

They establish only the general objectives of language reform. Under the Act, the Commissioner of Official Languages fulfils the roles of ombudsman and *critic* of government in the implementation of the Act. The Central Agency as *employer and general manager* of the Public Service, under the powers provided by the Financial Administration Act, is responsible for issuing government-wide policies and directives on how organizations are to meet the obligations of the Official Languages Act, and subsequently, is responsible for monitoring organizational implementation and obligation achievement.

The Central Agency is responsible for producing general policies and guidelines and providing overall direction to departments and agencies for the implementation of official languages objectives. In addition, it must monitor service-wide progress and report annually, and as needed, to the Government. The Act and the Resolution establish only the very general principles and the objectives of language reform without specifying regulations or guides for implementation.

The Director is responsible for determining the areas where new policies are required or where existing policies require modification. The incumbent is responsible for analyzing all possible options and preparing Memoranda to Cabinet, submissions to the Treasury Board, or memoranda to the President of Treasury Board. The Director provides interdepartmental leadership on possible amendments to program legislation, and advises whether other legislation containing official languages references is consistent with the Official Languages Act. He/she also advises on consulting strategies for new or revised legislation and policies and participates in meetings with bargaining agents for this purpose. Specifically, the position represents the Deputy Secretary on the Official Languages Committee of the National Joint Council where negotiations and consultations with staff associations concerning official languages policies are conducted, and which hears grievances regarding bilingualism bonus at the last level.

The Director directs the annual service-wide assessment for Cabinet of the status of language reform in federal institutions, and drafts these sections of the annual report to Parliament. The Director develops policy interpretations to cover unforeseen situations and ensures the application of the spirit of policies to specific circumstances of institutions or individuals. The incumbent directs the development of Circulars to effect ministerial policy decisions.

The Director participates in the development of policy positions for government programs which have an official languages component, e.g. Access to Information and Privacy Legislation. He/she ensures consistent policy positions for all government programs governing the use of official languages by, or in federal institutions. The Director must justify decisions and recommendations to the Deputy Secretary, in the public forum and to various Ministers and Parliamentary committees.

A challenge to the position is that the official languages program continues to be an extremely sensitive part of governmental operations. Official languages policies are complex and represent a mixture of obligations and entitlements. They affect the linguistic effectiveness of employees with other employees and of employees with the public. The development of policy options requires evaluating and reconciling divergent interests, such as public and media program perceptions, ministerial views on the nature of required change and its appropriateness, the possible effects of policy options on other areas of employee/employer relations, the possible reactions of the bargaining agents, and the human and financial resources available to implement policy decisions.

The Director's policy recommendations must assure achievement of program objectives. The incumbent is required to enlist the support of major groups interested in the program, whether internal or external to the government, and devise recommendations that are real and viable in terms of costs and the current status of federal institutions language reform.

The Public Service Commission's responsibility for official languages training program means that the Director is expected to maintain close working relationships with senior officials, in order to develop mutually acceptable policy positions for staffing and training in achieving the government's objectives. These have a direct impact on the Public Service Employment Act (PSEA) and the application of the merit principle. The Director ensures that Exclusion Orders to the PSEA reflect approved Government policies. The Director maintains working relationships with senior officials from the Privy Council Office, Federal-Provincial Relations Office, the Department of the Secretary of State (Translation and Minority Official Languages Program), the Office of the Commission of Official Languages, as well as with the Department of Justice. Contacts with departments are usually at the Assistant Deputy Minister level.

Departments are consulted in the process of policy formulation although responsibility for making recommendations to Ministers rests with the Branch. The Director proposes and justifies the policy framework within which language reform will occur. The responsibility is pivotal for Branch concerns and for the entire public service.

The Director's language identification policy decisions have a direct impact on all employees for whom the Central Agency is the employer. In addition, the policies governing eligibility for payment of the bilingualism bonus affect the remuneration of 47,000 employees. Policy recommendations also directly affect program costs in departments and agencies, and the professional responsibilities of approximately 800 employees directly involved in program implementation.

The Director, as a member of the Branch Senior Management Committee, is required to recommend processes for federal institutions to use in reporting on policy implementation to Ministers of the Treasury Board. He/she recommends on audit and evaluation of departmental compliance with the policies and/or strategy to advance program implementation. The Director is responsible for administering and managing the Division and replaces the Deputy Secretary as required.

DIMENSIONS (Constant Dollars)

Language Training	\$11.2 million
Translation Costs	\$20.6 million
Bonus	\$11.4 million
General Implementation in Departments	<u>\$ 6.0 million</u>
Total	\$49.2 million

	(Person-Years)	Salary, operating and maintenance budget
Agency	750	\$7.9 mil
Division	25	\$263,000

SPECIFIC ACCOUNTABILITIES

- 1 Advises the Deputy Secretary and, through him/her, the Secretary and the President on all matters related to official languages policies in the Federal Public Service.
- 2 Develops possible amendments or alternatives for Cabinet consideration by directing the work of an interdepartmental Task Force.
- 3 Identifies current and potential policy problems, their nature and causes and formulates, for Ministerial consideration, policy options to resolve identified problems.
- 4 As required by Cabinet, produces an annual Memorandum outlining the current status of language reform in the federal public service, and drafts sections of the annual report to Parliament on the same subject.
- 5 Produces guidelines or directives (e.g. circulars, letters from the President or Secretary) to federal institutions on government decisions related to new or revised policies and to the decisions flowing from the Annual Report to Cabinet.
- 6 Ensures the support of the bargaining agents for new or revised policies by developing appropriate strategies for consultations and by participating in meetings with them and the Official Languages Committee of the National Joint Council.
- 7 Resolves problems in policy implementation in a coordinated fashion by interpreting the spirit and intent of policy guidelines to a wide variety of complicated specific circumstances.
- 8 Formulates policy positions for other government programs which involve components related to the use of the official languages in, or by, federal institutions.

EVALUATION RATIONALE

Director, Official Languages Policy

KNOW-HOW

- G Mastery of the concepts, theories and techniques of policy planning and evaluation and all components required to implement government language policy including language training and translation and program implementation. Experience in the provision of policy advice and the preparation of guidelines for annual reports, planning documents and legislative change.
- III Operational coordination of the development and implementation of official languages policy, the review and recommendation of departmental official languages policy, the review and recommendation of departmental official languages operational plans, and the evaluation of progress towards stated goals.
- 3 Successful achievement of objectives requires motivating a staff of about 20 organized in a matrix structure and consulting with departments and agencies experiencing serious problems with Official Languages Policy.
- 700 Middle number reflects the specialized expertise required to coordinate official languages policy government wide.

PROBLEM-SOLVING/THINKING

- F Thinking within legislative and Cabinet directions in planning and developing policies on the rationalization of language training and translation and in policies and guidelines necessary for implementation and the planning process.
- 4 Analytical and constructive thought is required in the developing of policies and proposing legislation amendments. As well, policy interpretation and expert advice to Departments and Crown Corporations is required.
- 57 Higher percentage indicates a tendency towards the uncharted, given the broad nature of direction, the complexity of situations across government, and the need to reconcile divergent interests of a wide variety of stakeholders in policy development.

ACCOUNTABILITY/DECISION MAKING

- F Reporting to the Deputy Secretary, Official Languages, acts within functional policies and goals under general direction to provide recommendations on official languages policy planning, affecting all departments, Crown corporations and federal institutions.
- 4C The position has a contributory impact on official language program. The proxy selected to represent this program is \$49.2 Mil (Constant) in languages implementation costs.
- 350 Highest number reflects size of budget and the degree of latitude inherent in the position to deal with major policy issues across the Public Service.

SUMMARY

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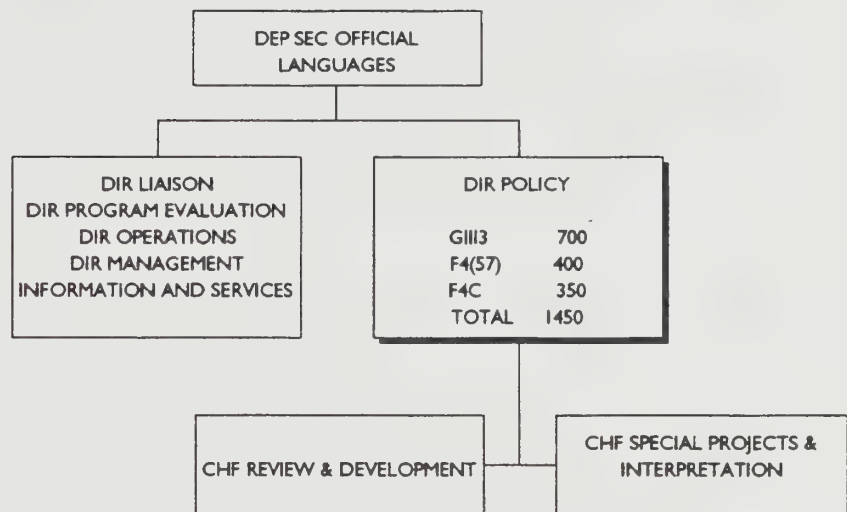
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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: J-7-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: J-6-A

POSITION TITLE: Director General, Appeals

GENERAL ACCOUNTABILITY

Is accountable for ensuring that all appeals are heard and decisions rendered thereon in accordance with legislation and regulations.

ORGANIZATION STRUCTURE

This is one of three positions at the second level reporting to the Executive Director, Appeals and Investigations. The others are the Director General, Investigations; the Director, Communications, Policy and Research; and the Registrar.

Specific functions of the three positions reporting directly to the Director General, Appeals are:

Director, Operations (Staff of 21 Appeal Board Chairpersons) is responsible for the operations, ensuring the distribution and setting down of cases for hearings, monitoring the quality of decisions rendered, participating in the establishment of the Directorate's policies, participating in seminars and training programs as the representative of the Directorate and acting for the Director General in his/her absence.

Director, Training, Coordination and Special Projects (Staff of 10) is responsible for the training of new Appeal Board chairpersons; participates in the establishment of the Directorate's policies; coordinates cases taken before the Federal Court; conducts research on questions of Administrative Law; conducts difficult and special appeal hearings; selects precedent setting and interesting cases for the quarterly publication, *Appeal Board Decisions* and arranges for its publication; and participates in seminars and training programs as the representative of the Directorate.

Reporting functionally to the Director General, Appeals is the position of Registrar. She/he is responsible for receiving appeal documents, processing them and setting dates of hearings. A Deputy Registrar, an Assistant Registrar, a Head Clerk as well as five support staff report to her/him.

NATURE AND SCOPE

The mission of the Appeals Directorate is such that a partially decentralized organization of six regional offices has been set up.

The work of Appeal Board chairpersons consists in chairing an enquiry (hearing) wherein evidence is adduced by the parties appearing before them on appeals launched pursuant to sections 21 and 31 of the Public Service Employment Act and rendering a decision thereon. Section 21 appeals are against appointments made or about to be made in the Public Service. Section 31 appeals arise as a result of recommendations by a Deputy Head to release or demote employees for incompetence or incapacity. In rendering these decisions, Appeal Board chairpersons take into consideration the provisions of the Public Service Employment Act, the Regulations thereunder, the different directives and policies of the Public Service Commission, as well as other relevant statutes and regulations thereunder and also, the established jurisprudence.

The Director General, Appeals is expected to manage with particular emphasis on the development and implementation of objectives that enhance the overall effectiveness and efficiency of the organization within the framework of the statutory and Commission objectives.

The position is responsible for the management of change as it affects the organization. For instance, the Federal Court of Appeal rendered a judgement that resulted in an important change on the question of persons having a right to be heard at appeal hearings. This judgement resulted in modifying the procedure in cases that were about to be heard, that were being heard or that had been heard without a decision having been rendered. In order to implement such changes, detailed plans had to be developed under the direction of the Director General which would cause the least disruption to the parties who were to appear or had appeared, so as to permit the maintenance of a high level of service to departments and employees.

The Director General oversees the preparation and publication of the quarterly report, *Appeal Board Decisions*, which contains from ten to twenty significant decisions of Appeal Boards. The Director General is also responsible for the initiation and distribution of information material on procedures and other matters related to appeals. The incumbent is called upon to speak before employee organizations, as well as departmental organizations at conferences or similar gatherings.

The incumbent approves the training program given to new Appeal Board chairpersons.

The Director General, Appeals, on occasion, hears appeals and renders decisions thereon, or renders decisions in matters that do not require a hearing. The incumbent makes the final determination on new policies and approaches that affect the Registrar's scheduling of appeals, as well as approaches to adopt in novel situations.

The incumbent is called upon to replace, in her/his absence, the Executive Director and sit at Commissioner's meetings and at Inter-Branch Operations Committee meetings where all Executive Directors sit. The incumbent also sits on regular committees such as the Legislation and Litigation Review Committee, as well as *ad hoc* committees that are from time to time set up. More often with the Executive Director, the Director General, Appeals Directorate, meets with the Commissioners and/or other Executive Directors to discuss particular matters related to appeals or regarding contemplated Commission policies. Furthermore, the incumbent often reviews proposed changes to the *Public Service Employment Regulations*, as well as proposed directives or policies of the Commission.

DIMENSIONS (Constant Dollars)

Person-Years:

Department	2,550
Directorate	39

Directorate salary, operating and maintenance budget	\$466,481
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SPECIFIC ACCOUNTABILITIES

- 1 Establishes Appeal Boards, on behalf of the Commission, under paragraph 5(d) of the Public Service Employment Act, to conduct enquiries and render decisions on appeals.
- 2 Directs the operations of the Appeals Directorate, and directs and coordinates the work of the Appeal Board chairpersons and other officers appointed to conduct similar enquiries or specific enquiries under the Public Service Employment Act.
- 3 Approves the training programme of newly arrived Appeal Board chairpersons to ensure that enquiries will be conducted with the highest degree of competence.
- 4 Directs the preparation of the quarterly report of *Appeal Board Decisions* which contains significant decisions of Appeal Boards for distribution to departments, employee organizations and universities.
- 5 Advises senior officers of departments and employee organizations on appeal procedures to be followed in connection with appointments, release and demotion and on any other matter directly related thereto.
- 6 Acts as Executive Director in the absence of the latter to sit at meetings normally attended by her/him and generally to ensure the continuity of the Branch's operations.

EVALUATION RATIONALE

Director, Appeals

KNOW-HOW

- G Mastery of Public Service Employment Act, the regulations thereunder, the different directives and policies of the Commission as well as other relevant Statutes and Regulations and established jurisprudence. Broad knowledge of management skills, training techniques, specialized mastery of law.
- III Operational coordination and conceptual management of activities to direct and motivate a staff of 40 (some of whom have a professional background in law), engaged in statistical data gathering, analysis, publication, scheduling of hearings, preparation of correspondence, presiding over enquiries.
- 3 Successful achievement of objectives requires the incumbent to speak before employee and departmental organizations; to replace the Executive Director and sit at Commissioners' meetings and at Inter Branch Operation Committee meetings; to sit on Legislation and Litigation Review Committee; to meet with Commissions and other Directors General.
- 608 Low number reflects specialized knowledge required for managing an operation whose end results tend to be related.

PROBLEM-SOLVING/THINKING

- F Thinking within broad policies and objectives, administers the Directorate by ensuring that all appeals are heard and decisions rendered thereon in accordance with the established standards of quality, efficiency and effectiveness.
- 4 Analytical and constructive thinking is required to set up systems, analyze data, prepare documents for publication, conduct enquiries and render decisions on appeals, review proposed changes to PSEA, Regulations and proposed directives or policies of the Commission.
- (57) Higher percentage reflects the requirement to adapt federal court rulings to appeal process.

ACCOUNTABILITY/DECISION MAKING

- F Reporting to the Executive Director, receives general direction in managing the organization with particular emphasis on the development and implementation of objectives that enhance the overall effectiveness and efficiency of the organization, within the framework of the statutory and Commission objectives.
- 2P The position has a primary impact on Appeals Directorate activities. The proxy selected to represent these activities is an operating budget of \$466,481 (Constant).
- 350 Highest number reflects size of budget, autonomy of position with respect to the appeal process and the impact decisions have on the staffing process and policies.

SUMMARY

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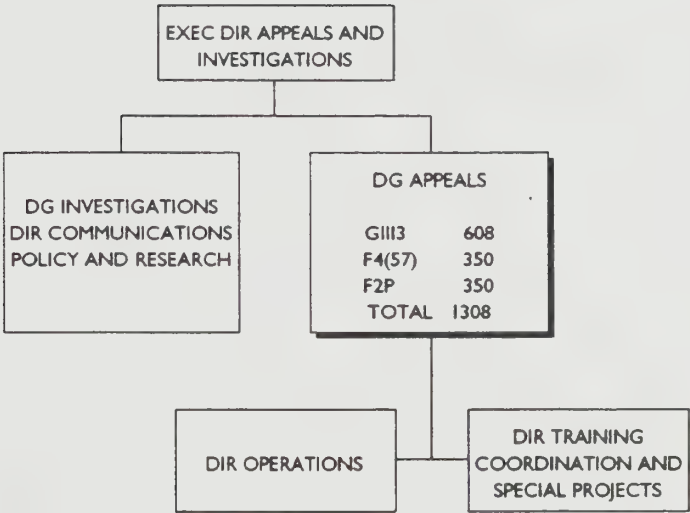
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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: J-6-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: J-5-A

POSITION TITLE: Privy Council Officer

GENERAL ACCOUNTABILITY

Is accountable for supporting the Assistant Secretary to the Cabinet in the exercise of the latter's responsibilities, including the provision of information and advice to the Cabinet Secretary and the Prime Minister on matters having to do with the responsibilities of Ministers, the organization of government, and the principles and operations of constitutional government in Canada within an assigned sector.

ORGANIZATION STRUCTURE

This is one of 5 positions at the third level reporting to the Assistant Secretary to the Cabinet. The others are Director of Operations; Senior Officer; and three other Officers.

There are no positions reporting directly to the position.

NATURE AND SCOPE

As an officer in the Secretariat, the incumbent is expected to have a comprehensive understanding of both the principles and the detailed operations of our system of parliamentary and cabinet government in which executive authority is exercised by Ministers who are individually and collectively responsible to the House of Commons. This understanding involves not only an appreciation of constitutional theory and practice, but also an extensive knowledge of the departmental and interdepartmental mechanisms that support decision-making by Ministers. The officer also is expected to be aware of current policy, programs and other issues and problems, particularly in the areas for which he/she has been assigned responsibility. The officer must combine expert knowledge of the workings of government with policy sense and the particular acumen of the machinery of government in order to resolve problems at the working level, and to advise on those that require solution at the level of the Cabinet Secretary or Prime Minister.

Functionally, the officer works at one step removed from the Cabinet Secretary and two from the Prime Minister, often on mandate issues that are of direct, personal concern to Ministers and the Prime Minister. The consequences of error are high, and the Assistant Secretary to the Cabinet must of necessity rely on the accuracy and quality of the information and advice which the officer provides.

Like his/her colleagues in the secretariat, the officer is obliged frequently to work in situations of great sensitivity, intensity and time pressure on projects such as cabinet shuffles and major reorganizations, where keen judgement, the ability to analyze complicated problems on short notice, and highly-developed writing and communications skills are essential.

The officer must develop and maintain regular and effective working relationships with senior officials in PCO and in the Treasury Board Secretariat and line departments. These relationships would normally be at the level of anywhere from Director General to Assistant Deputy Minister. Working contacts with Deputy Ministers are less frequent but by no means unusual, particularly when issues require detailed, senior-level attention (e.g., major reorganizations or pieces of legislation).

DIMENSIONS (Constant Dollars)

Office

Person-Years	174
Salary, operating and maintenance budget	\$3.3 Mil

SPECIFIC ACCOUNTABILITIES

- 1 Identifies, analyzes and resolves problems in relation to the principles and day-to-day operations of our system of parliamentary and cabinet government, the distribution of responsibilities among Ministers, and the organization of the Public Service.
- 2 Provides advice to the Assistant Secretary to the Cabinet directly, and prepares information, analysis and advice for the Cabinet Secretary, on such problems, bearing in mind the principles of parliamentary and cabinet government, and the priorities and objectives of the Prime Minister.
- 3 Reviews and analyzes proposed changes in ministerial responsibilities and government organization in light of those principles, objectives and priorities, and prepares appropriate advice for the Assistant Secretary to the Cabinet, the Cabinet Secretary and the Prime Minister.
- 4 Carries day-to-day operational responsibility for the planning and implementation of organizational changes and the development of legislation.
- 5 Advises officials of the Privy Council Office and departments and central agencies on machinery matters, including procedures to be followed in utilizing the organization and processes of Cabinet, its secretariats and the other units of PCO.
- 6 Advises on the most efficient, workable and cost-effective solutions to mandate organizational problems, and ensures that the necessary steps are taken to implement them.

- 7 Represents the Privy Council Office in interdepartmental fora on issues related to the Prime Minister's constitutional responsibility for determining the division of responsibilities among Ministers and structuring the public service in support of those responsibilities; to take the lead in such fora in determining the thrust or particular contents of cabinet memoranda or legislation in relation to such matters.
- 8 Represents the Privy Council Office less formally in meeting with Deputy Ministers and other senior departmental and central agency officials in an effort to assist them in resolving functional machinery problems.
- 9 Advises on the impact of changes in administrative, financial and personnel procedures on government organization and process.

EVALUATION RATIONALE

Privy Council Officer

KNOW-HOW

- G Mastery of federal government organization at the financial, service and political levels in a wide variety of situations; specialized knowledge of the structure and process of government decision-making.
- II Consideration and recommendation for the development and integration of government-wide decision making systems including reorganization of departments and creation of new departments and agencies.
- 3 Successful achievement of objectives requires the incumbent to obtain co-operation and convince senior officials of government to attain objectives such as the implementation of new mechanisms, structures and procedures in the sector.
- 528 Reflects the working knowledge of central decision-making processes, structures and mechanisms required to deliver programs at a sectoral level.

PROBLEM-SOLVING/THINKING

- F Thinking under general direction, within broad policies and objectives in developing and recommending proposals which reflect major government initiatives.
- 4 Definition of problems, development of alternatives and recommendations of course action to implement major government initiatives requires analytical and constructive thinking.
- (50) Lower percentage is consistent with the definition of activities related to the introduction of major government initiatives.

ACCOUNTABILITY/DECISION MAKING

- F Reporting to the Assistant Secretary to the Cabinet, is accountable for the formulation of advice to various committees of the Cabinet, to plan and carry out a work program to develop effective responses by the Government to machinery issues.
- 3C The position has a contributory impact on operations of the Office. The proxy selected to represent these operations is a budget of \$3.3 Mil (Constant).
- 230 Middle number recognizes the fact that advice and recommendations are made at the Secretariat and Ministerial level.

SUMMARY

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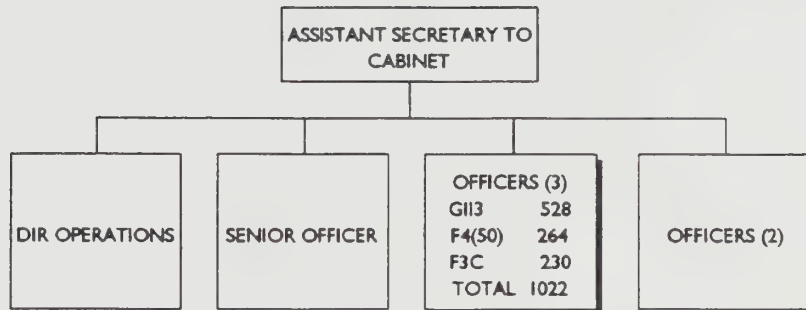
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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: J-5-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: K-10-A

POSITION TITLE: Assistant Deputy Minister, Supply Operations

GENERAL ACCOUNTABILITY

Is accountable for the management and direction of supply operations in Headquarters, namely the delivery of the required goods and services on a timely basis satisfactory to its customers.

ORGANIZATION STRUCTURE

This is one of eight positions at the first level reporting to the Deputy Minister. The other seven are: ADM Management and Operational Services; ADM Regional Operations; ADM Finance and Administration; DG Program Development and Evaluation; DG Audit Operations; General Counsel; and Corporate Secretary.

Specific functions of the seven positions reporting directly to this position are:

Director General, Aerospace and Armament (Staff of 307) plans and manages the supply of aerospace and armament commodities and services and the repair and overhaul of this equipment.

Director General, Office Automation Services and Information (Staff of 211) plans and manages the supply of office automation commodities and services.

Director General, Industrial and Commercial Products (Staff of 332) plans and manages the supply of industrial and commercial commodities and services and oversees the operation of the Medium Logistics Vehicle Wheeled (MLVW) Project and the administration of the Department's involvement in the Inmate Employment Program (CORCAN) of Correctional Services Canada.

Director General, Communications Services (Staff of 1,323) plans and manages the provision of communication services to the Canadian public at large on behalf of federal government departments and agencies.

Director General, Marine, Electronics and Industrial Systems (Staff of 274) plans and manages the supply of marine, electronic and industrial systems commodities and services and oversees the Canadian Patrol Frigate (CPF) Program, Icebreaker Program, Radar Modernization (RAMP) Program and Tribal Update Modification Project (TRUMP).

Director General, Science and Professional Services (Staff of 223) plans and manages the supply of scientific and professional services as well as the Unsolicited Proposals Program and the Canadian General Standards Board.

Director, Management Services (Staff of 35) provides direct support to the ADM, Sector directorates and is responsible for planning, analysis, general administration, method of supply and special studies, productivity improvement initiatives, project management, resource allocation and control, and goals monitoring.

NATURE AND SCOPE

The Department is a common service agency providing support to the government as a whole through the effective management of a wide range of essential services.

The Department serves three distinct publics: its customers, suppliers, and the Canadian taxpayers. To customer departments and agencies, the Department has a responsibility to demonstrate sensitivity and responsiveness to their needs and requirements. To suppliers, the Department must provide fair and equal opportunity for business to compete for government work. In meeting these objectives, the Department is accountable to Parliament and taxpayers for the judicious and effective expenditure of public monies by ensuring the prudence and probity of all aspects of these common service functions.

In this environment, the ADM Supply Operations is responsible for the formulation of general objectives, policies, plans, and programs. The ADM provides overall direction and control to permit the cost effective and efficient management of supply operations and delivery of supply services. The incumbent acts as the principal link between the supply managers on day-to-day problems and proposals requiring resolution or attention at Headquarters.

The position develops the necessary plans and sets the standards of performance for Supply Operations, monitors the results and recommends associated resource requirements in terms of the Operational Plan Framework. It also provides continuing product management functional guidance to Regional Operations, develops and recommends product-based methods of supply strategies.

Decisions and recommendations can have a significant impact on the achievement of the socio-economic goals of the government, particularly in such areas as support to small businesses, support to the Canadian Correctional Services industries and the "Buy Canadian" policy.

The direction of a large workforce requires a high level of labour relations and managerial skills to successfully achieve program delivery, on time and at a reasonable cost.

Major programs, because of their cost, technical complexity and multi-jurisdictional aspects, are managed by project teams with representation from the client, Supply Operations and the Department of Regional Industrial Expansion. The teams employ custom-designed project management techniques to accomplish results. Examples are project teams for the fighter aircraft program and the frigate program. The ADM recommends to the Operations Review Committee the organizational arrangements, the goals to be achieved, and the selection of key personnel. He or she also recommends the procurement plan, the evaluation plan, contract terms and conditions, pricing contract type, contractor selection, as well as the implementation plan for Operations Review Committee approval.

The ADM, as a member of the Deputy Minister's Operations Review Committee, counsels and consults with other members to contribute to the integration of the Department's programs

and activities; participates in the departmental decision-making process and has the opportunity to concur in all proposals considered by the committee.

DIMENSIONS (Constant Dollars)

Number of Staff:	2,709
Salary, operating and maintenance budget	\$38.7 Mil

SPECIFIC ACCOUNTABILITIES

- 1 Formulates and recommends annual plans and priorities for supply operations to ensure conformity with the strategic plan and the approved annual procurement plan and strategy.
- 2 Recommends performance standards for Supply Operations monitoring and analyzing, and reporting on the results of this monitoring activity to ensure that the supply services are delivered in accordance with approved policy and guidelines.
- 3 Exercises contract approval authorities and recommends to the Director General, Program Development and Evaluation all contract submissions within Supply Operations requiring Ministerial or Treasury Board approval.
- 4 Recommends approval for policy initiatives on matters affecting supply operations and consequential changes arising from their implementation.
- 5 Recommends performance standards for Supply Operations and the extent to which contract approval authorities should be decentralized within headquarters operations.
- 6 Recommends the annual operating budget submission for Supply Operations to the Assistant Deputy Minister, Finance and Administration.

EVALUATION RATIONALE

Assistant Deputy Minister, Supply Operations

KNOW-HOW

- G Mastery of all aspects of the supply system, industry sector groupings, and other government departments' programs, and of managerial and technical skills required to manage major crown projects.
- IV Department and government-wide coordination of the supply operations function. Participation as a member of the Operations Review Committee in the formulation of long-range policies for the Department. Required to balance the goals of the Department with other government departments and private industry.
- 3 Successful achievement of objectives requires leading and motivating staff of 2,700; in dealing with officials of other government departments and private industry in negotiations.
- 1056 High number reflects the extensive knowledge and skill required to coordinate the supply function across the government.

PROBLEM-SOLVING/THINKING

- G Thinking within generally defined objectives for the Department and the Supply Operations Sector, substantial independence in implementing policies and procedures for the government supply function.
- 4 Analytical and constructive thinking required in responding to conflicting operational requirements of a large organization charged with delivery of the government-wide supply function with specific impact on a number of industrial sectors.
- (66) Higher percentage reflects the application of constructive analysis in the development and implementation of government policies.

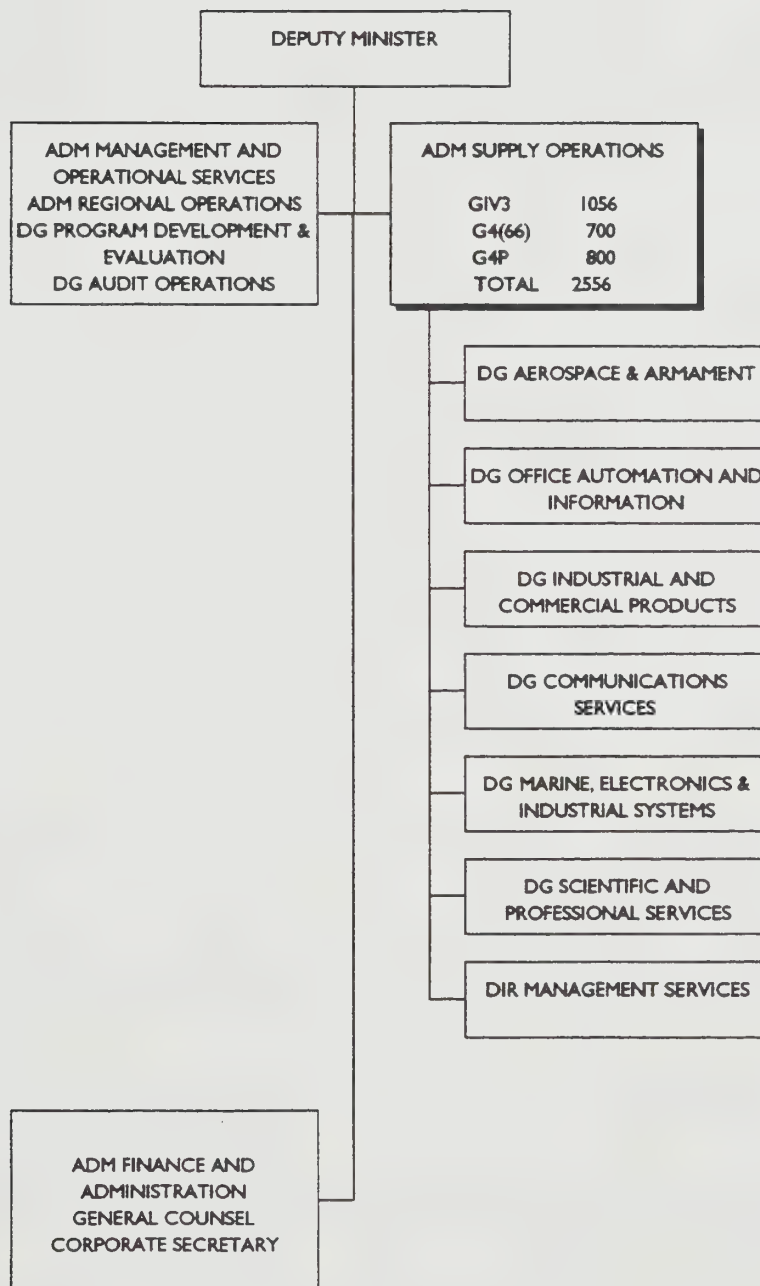
ACCOUNTABILITY/DECISION MAKING

- G Reporting to the Deputy Minister, is subject to general guidance in the provision of a total supply service.
- 4P Position has primary impact on the Sector. The proxy selected to represent the Sector is the operating budget of \$38.7 Mil (Constant).
- 800 Middle number reflects the minimal restriction on the freedom to act in the delivery of the government supply function.

SUMMARY

GIV3 1056	G4(66) 700	G4P 800	2556	A1
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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: K-10-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: K-7-A

POSITION TITLE: Director General, Historical Resources

GENERAL ACCOUNTABILITY

Is accountable for planning and directing a strategy to ensure the preservation of Canada's archival heritage of national significance, in accordance with the terms of the Archives Act.

ORGANIZATION STRUCTURE

This is one of nine positions at the first level reporting to the National Archivist. The others are the Assistant National Archivist; Directors General, Government Records; Conservation; Public Programs; Personnel Services; and Financial and Administrative Services; Director of Internal Audit; Director, Library; Executive Assistant.

Specific functions of the eight positions reporting to the Director General are:

In the case of the five Directors, each is responsible for managing the acquisition, custody and description of:

Director, Government Archives Division (Staff of 82) manages the acquisition, custody and description of federal government departmental and agency record files scheduled for permanent retention.

Director, Manuscript Division (Staff of 59) manages the acquisition, custody and description of papers and computer records of private citizens, politicians, businesses and associations of long term value.

Director, Cartographic and Architectural Archives Division (Staff of 23) manages the acquisition, custody and description of maps, plans and architectural drawings of enduring value.

Director, Documentary Art and Photography Division (Staff of 37) manages the acquisition, custody and description of photographs, paintings, prints, posters, drawings and medals of enduring value.

Director, Moving Images and Sound Archives Division (Staff of 22) manages the acquisition, custody and description of motion picture film, video and sound recordings of enduring value.

Director, Planning and Coordination (staff of 12) is responsible for directing the Branch planning function, coordinating programs common to all divisions, and managing the London and Paris offices.

Administrative Planning Officer (staff of 5) is responsible for coordinating administrative, financial and personnel matters for the Branch.

Secretary is responsible for provision of secretarial services.

NATURE AND SCOPE

The objective of the Agency is the systematic preservation of government and private records of national significance to facilitate the effective and efficient operation of government and historical research in all aspects of the Canadian experience; the protection of rights based on archives as the collective memory of the nation.

The DG Historical Resources is responsible for the direction of policies and programs related to the selection, acquisition, and preservation of records; preparation of publications, exhibitions and other means of diffusion; development of standards for dissemination at the national and international levels.

The Deputy Head is kept current on Branch activities, through reports, briefings, discussions, and minutes of management committee meetings. Statements of policy are submitted to the Deputy Head for approval, as are proposed organizational changes. The DG reviews all submissions presented to Central Agencies.

The incumbent chairs the Historical Resources Branch Management Committee; serves as a member of the Department's Senior Management Committee to provide comment and advice on policy formulation and program review.

There are frequent meetings with counterparts in other federal cultural agencies and provincial institutions to seek support in cooperative ventures. There is also regular contact with officials in central boards and agencies to interpret and explain programs, to justify requests for financial support or to seek assistance in the preparation of submissions. Personal contacts are maintained with the academic community, with officials in private industry, executives of national organizations and with selected individuals for purposes of negotiating major acquisitions, obtaining commitments to national projects, and for exchanging information on future developments and needs for archival documentation.

The Director General represents the Deputy Head in meetings with the media and before official and semi-official bodies in order to speak authoritatively on behalf of the Department.

DIMENSIONS (Constant Dollars)

Person-Years

245

Salary, operating and maintenance budget

\$3,714,285

Value of Holdings:

\$195 Mil to 260 Mil

SPECIFIC ACCOUNTABILITIES

- 1 Ensures that the Department maintains a current and effective strategy to guarantee the preservation of Canada's national archival heritage.
- 2 Assists in the operation of the Department, by advising on matters of policy, making policy decisions relating to Branch activities and reporting on progress of programs.
- 3 Ensures efficient utilization of resources within the Branch by communicating departmental objectives clearly to program managers and establishing systems to measure performance in achieving those objectives.

EVALUATION RATIONALE

DG, Historical Resources Branch

KNOW-HOW

- G Mastery of the concepts, techniques and practices of archival science and historical research; in-depth knowledge of departmental policies and of central agency policies, which affect the Department. A knowledge of administrative policies, practices and procedures is also required.
- III The work requires the departmental coordination of a national program designed to locate and acquire records of historical significance in all media, and to organize and make these records available to researchers. The problems associated with managing this program are compounded by reduced resources, increasing volumes of material, and a greater requirement for access to information.
- 3 The work requires discussion and negotiations with other archival institutions to successfully achieve objectives.
- 700 The middle figure reflects the degree of expertise required to balance professional archival practice with the requirements for historical research.

PROBLEM-SOLVING/THINKING

- F This position operates within an environment of generally defined goals and policies, and reports to the Deputy Head.
- 4 Analytic and constructive thinking is required to assess new ideas for the handling of records, for recommending departmental policies for the retention or disposal of originals, for reviewing major acquisition proposals taking into account such things as the demands of researchers, and the priorities of the subordinate divisions.
- (57) The higher percentage reflects the critical nature of the decisions made by the position.

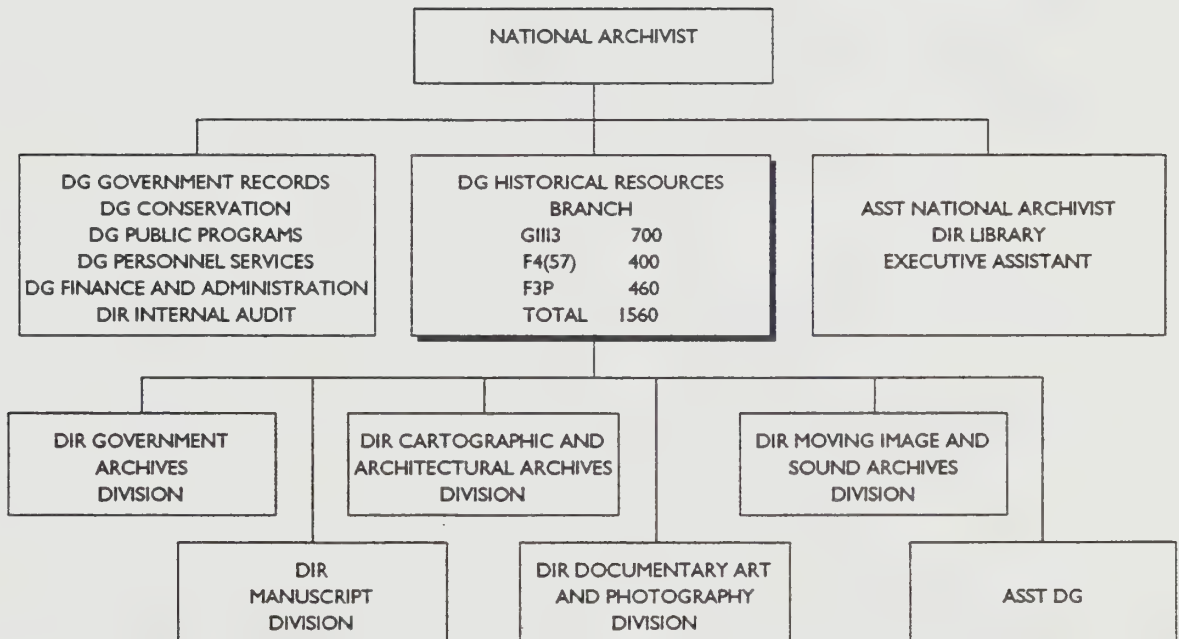
ACCOUNTABILITY/DECISION MAKING

- F The position reports to the Deputy Head and acts on behalf of the Agency with respect to the acquisition and preservation of material of historical value.
- 3P The position has a primary impact on Branch activities. The proxy selected to represent these activities is a budget of \$3.7 million (Constant).
- 460 The higher figure reflects a strong freedom to act on behalf of the Agency and the impact on the holdings valued at 195 to 260 Mil (Constant).

SUMMARY

GIIB 700	F4(57) 400	F3P 460	1560	A1
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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: K-7-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: K-6-A

POSITION TITLE: Director General, Translation Operations

GENERAL ACCOUNTABILITY

Is accountable for planning, organizing, directing and controlling the translation services provided by the Department.

ORGANIZATION STRUCTURE

This is one of eight positions at the second level reporting to the Assistant Under Secretary of State, Official Languages and Translation. The others are: Director General, Planning, Management and Technology; Director General, Terminology and Documentation; Director General, Parliamentary and Conferences; Director General, Promotion of Official Languages; and Director, Liaison.

Specific functions of the positions reporting to the Director General are:

Deputy Director General, Translation Operations (Staff of 6) is responsible for providing specialized multilingual translation services to the federal government and for ensuring the adequacy of human resources and management tools for translation operations.

Director, Central Services (Staff of 100) is responsible for providing specialized translation services in official languages to all departments and agencies, both centrally and regionally.

Director, Multilingual Services (Staff of 85) is responsible for providing translation services in all non-official languages to Parliament and federal departments and agencies.

24 Directors, Departmental Translation Services (Staff of 1,020) are responsible for providing general translation services in official languages to a major department or agency of the federal government in the National Capital Region.

This position is also functionally responsible for translation operations in regional offices located in Vancouver, Calgary, Winnipeg, Toronto, Halifax and Moncton.

NATURE AND SCOPE

The Branch is responsible for implementing a number of Acts, regulations and programs. To fulfil its mandate the Director General has a decentralized organization consisting of 25 sections located in government departments and agencies, with Regional offices in Montreal and other locations. The translation operations provide translation services to all government departments and agencies, maintaining the quality of linguistic services in the federal public sector.

The Director General, Translation Operations plans, organizes, sets priorities and implements professional, technical and managerial concepts and techniques which enunciate and clarify priorities, plans and objectives to continually enhance the overall effectiveness and efficiency of management practices employed by the sector in fulfilling its mission and contributing to sector and departmental objectives.

The incumbent is responsible for the management of change as it affects the translation operations. In recent years a variety of new and/or revised Treasury Board directives and regulations have required the implementation of considerable changes in translation services to client departments and agencies (value for money concept; better forecasting techniques, better control of resources and common services policy). This has required the development and implementation of detailed plans in order to provide a high level of service to clients without undue increases in resources.

The position provides the Assistant Under Secretary of State with a continuous evaluation of operations, achievements and work force problems, and progress towards established goals and objectives. In addition, the Assistant Under Secretary of State is advised on recommended changes in program orientation and policies, the need for additional resources and the development and attainment of branch priorities and goals.

The Director General serves as a member of the senior management team of the sector to provide comment, critical advice and expertise in the identification, development and implementation of plans, policies and techniques to improve Branch efficiency and effectiveness. Continuous contact with senior officials of Treasury Board and other departments and agencies is made to discuss clients needs for translation services, to develop techniques in demand forecasting, to exploit opportunities for co-operation, to obtain opinions concerning quality of linguistic services and to contribute towards the improvement of linguistic standards both in Canada and internationally. Senior officials of provincial governments are contacted to discuss the provision of translation services, the establishment of translation programs, and the application of policies and programs to resolve areas of concern.

In addition, senior officials representing business, industrial and professional associations and members of the general public are contacted to exchange information and to negotiate the agreement for provision of translation services under Treasury Board Common Services Policy, thus promoting understanding and voluntary acceptance of the Official Languages Act and policies in Canada.

DIMENSIONS (Constant Dollars)

Subordinate person-years:	1,214
Salary, operating and maintenance budget:	\$11.6 Mil

SPECIFIC ACCOUNTABILITIES

- 1 Ensures the effective and efficient management of all aspects of the translation operations by establishing and insisting upon definitive standards of professional and technical competence and conduct; ensures adherence to personnel, financial management, management practices and sectorial as well as departmental policies.
- 2 Provides a high level of service to client departments and agencies by maintaining a continuing dialogue with subordinate managers so that Branch priorities and objectives and changes in programs, policy and operations are clearly understood and uniformly applied.
- 3 Negotiates with client departments to establish priorities for the provision of translation service to meet their operational requirements without causing undue increase in resource utilization and to resolve problems and/or complaints about quality of services.
- 4 Consults and negotiates with provincial governments, professional associations, business and industrial communities on matters pertaining to establishment of translation programs, linguistic standards, production standards and provision of services under Treasury Board Common Services Policy.
- 5 Ensures input from various sections and the field into the decision making process to develop new programs, policies, work plans, multi-year operational plans, and production standards; identifies potential difficulties and develops plans for the implementation of new policies and programs; and ensures feedback based on operational experience.
- 6 Reviews, evaluates and improves operations and production standards and the deployment of resources in accord with demand forecasts, changing legislation and environment in the translation industry.

EVALUATION RATIONALE

Director General, Translation Operations

KNOW-HOW

- G Mastery of concepts, theories and techniques of translation and linguistic standards and practices; in depth knowledge of related government legislation and policy to provide translation services to Parliament, all government departments and to some outside agencies.
- III Conceptual integration and operational coordination of a large decentralized translation organization, comprising 24 departmental units and 2 centralized units.
- 3 Successful achievement of objectives requires motivating and managing a staff of over 1200 employees.
- 608 Lowest number reflects a high degree of specialized knowledge within a narrow field of specialization.

PROBLEM-SOLVING/THINKING

- F Thinking within broad departmental policies and objectives and under general direction in developing policies, programs and production and service standards.
- 4 Analytical thinking is required in determining operational activities necessary to ensure optimal services economically to a widely dispersed clientele in numerous languages.
- (50) Lower percentage indicates that developmental activities are conceived with the involvement of the Assistant Under Secretary of State.

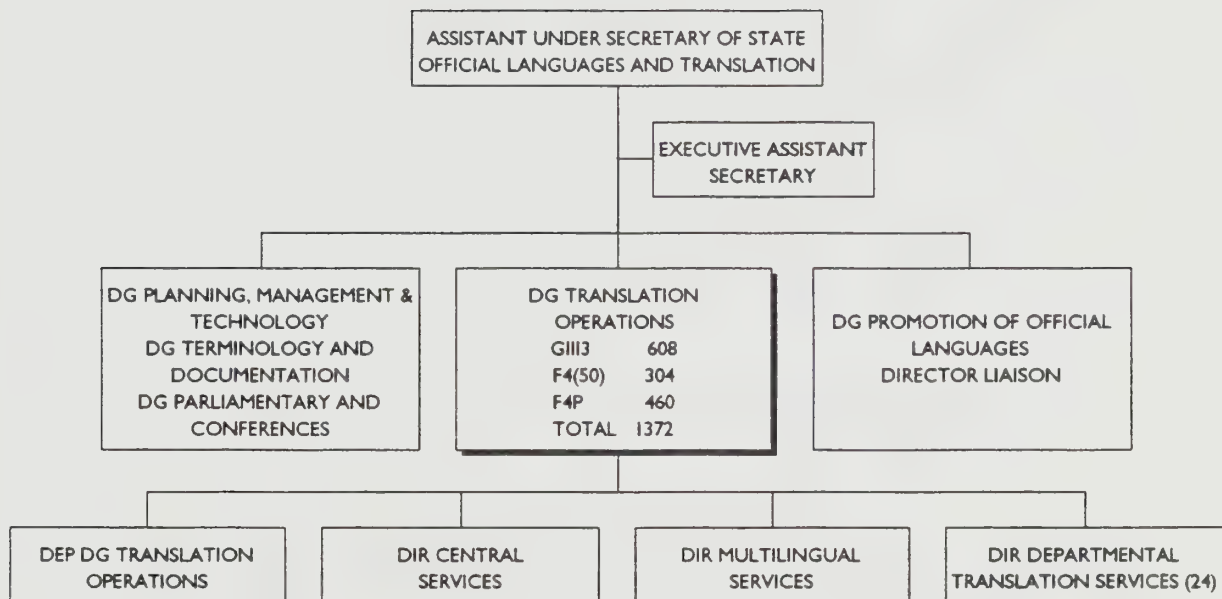
ACCOUNTABILITY/DECISION MAKING

- F Reporting to the Assistant Under Secretary of State for Official Languages and Translation, acts within managerial direction of a general nature, planning, organizing, directing and controlling the translation and interpretation services provided to Parliament and Government Departments.
- 4P The position has a primary impact on translation operations. The proxy selected to represent these operations is a salary and O&M budget of \$11.6 Mil (Constant).
- 460 Low number reflects the size of the budget and the highly operational nature of the position.

SUMMARY

GIIL3 608	F4(50) 304	F4P 460	1372	A3
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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: K-6-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: K-6-B

POSITION TITLE: Director, Marketing Division

GENERAL ACCOUNTABILITY

Is accountable for directing the formulation, planning, implementation, monitoring and evaluation of strategic initiatives to strengthen the Agency's current market position and develop new business opportunities to maximize the Agency's revenue potential.

ORGANIZATION STRUCTURE

This is one of nine positions at the second level reporting to the Chief Executive Officer of the Agency. The other eight are Director, On-Site Plants; Director, Main Plant; Director, Regional Operations; Director, Publishing; Director, Corporate Resources; Director, Professional Services; Director, Information Systems; Director, Policy, Planning and Human Resources.

Specific functions of the positions reporting to the Director, Marketing Division are:

Chief, Market Development National Capital Region (Staff of 4) is responsible for coordinating the preparation of strategic marketing plans; conducting market surveys; prospecting new product line clients; evaluating the effectiveness of client relations activities undertaken by the Agency in the NCR.

Chief, Market Development Regional Services (Staff of 2) is responsible for planning and coordinating marketing initiatives in conjunction with Agency product line managers across the country.

Chief, Market Research (Staff of 4) is responsible for planning and coordinating research activities related to the identification of new client and product opportunities; for developing and maintaining the archival and operational data bases required in support of the Agency's marketing and sales initiatives.

Chief, Marketing Services (Staff of 4) is responsible for developing and coordinating Agency initiatives to improve the delivery of services to customers, providing follow-up on contracts, and providing a corporate view on the effectiveness of the Agency's management of its client relations.

Chief, Special Projects and Product Market Planning (1) is responsible for coordinating the strategic planning of promotional and product development initiatives for the Agency; for planning and conducting special studies which cut across all Divisions of the Agency.

NATURE AND SCOPE

The Agency is engaged in a wide range of communications activities to enhance the public perception of the Government of Canada by providing effective and efficient communications services to meet clients' expressed needs. These services include printing, publishing exhibitry, signage, film, video, electronic imaging, photography, advertising, public opinion research, public relations, graphic arts, communications planning and evaluation, telephone referral service, dissemination of information from government databases and all related communications services.

This is a self-financed Special Operating Agency within the Department. The Agency has the authority to establish rates charged for services. As of April 1, 1992, departments are no longer required to purchase Agency services. The Agency is required to develop rate structures and product lines that result in an operating profit to cover the Agency's contribution to departmental overhead and capital costs. These must be competitive with those offered by the private sector, as the purchase of services from the Agency by other government departments, with a few exceptions, will no longer be mandatory.

It is in this context that the Director, Marketing manages the development of a strategic marketing framework that provides consistent and comprehensive direction for the activities of five product divisions involving numerous product lines.

The Director plays a lead role in the development of the Agency's annual business plans. In collaboration with each of the product line divisions and the Policy, Planning and Human Resources Division, the Director manages the development of specific business targets for the Agency. The Director is the primary link in translating the Agency's strategic vision into particular initiatives for each of the product lines. This role is more than that of a simple conduit, as the Director brings to bear market analysis on proposed targets and recommends revisions to the plans developed for each product line. The Director also spearheads the development of new product lines and integrates these into the over-all Agency business plan.

As the Agency expert in matters related to marketing, the Director is called upon to facilitate in conjunction with Headquarters and regional service managers the identification of business opportunities and develop innovative approaches to increasing the Agency share of business opportunities in specific product lines.

The Director also undertakes independent research to establish client profiles, demographics, socio-economic patterns which can impact on the Agency's ability to market its product successfully. The Director oversees the development and maintenance of automated systems and data banks on client profiles to enhance the effectiveness and efficiency of the Agency's promotional and product development activities. The incumbent is expected to identify business opportunities and to develop strategic plans for innovative approaches to increase customer satisfaction and maximize potential revenues of the Agency.

The Director, Marketing is a key player in the transformation of the Agency into a client oriented organization. He/she is on the leading front of encouraging Agency managers to adapt to the realities of the marketplace and take up the challenge of operating in an openly competitive environment. In achieving this transformation, the Director leads the development of a consumer oriented "mindset" throughout the Agency. He/she sets the standards, develops the corporate goals, coordinates the activities which support the achievement of these goals,

establishes the key performance indicators and monitors the progress made by all the Divisions with respect to the achievement of these goals.

A significant challenge for the incumbent is to manage the marketing function with sufficient adroitness and sensitivity to the existing Agency culture that the activities will assist in the transition to the new Agency culture. There is also the on-going challenge of sustaining the initial momentum towards a business based organizational culture.

In developing and fostering the new mindset that must prevail if the Agency is to successfully meet its business targets, the Director, Marketing is a major player in linking the Agency's corporate management vision for total quality product delivery. The Director is instrumental in making the business decisions that will result in the development of new products and the modification or elimination of existing ones. In a similar way, the Director is a key player in coordinating a concerted effort on the part of the Agency to instill the notion of total quality in its promotional and sales activities.

The Director is in daily contact with senior Agency service managers. The incumbent is also in daily contact with senior managers from client departments and other levels of government. He/she is also in frequent contact with senior representatives of the private sector marketing, print and audio-visual media industries.

DIMENSIONS (Constant Dollars)

Staff:	18 Person-Years
O&M (including salaries):	\$400,000
Agency Staff:	1,525 Person Years
Budget:	\$72 million

SPECIFIC ACCOUNTABILITIES

- 1 Ensures the development of strategic marketing plans that will increase business opportunities and maximize potential revenues for the Agency.
- 2 Ensures that the Agency's planning processes and marketing strategies and initiatives support the Agency's strategic policy direction.
- 3 Facilitates the implementation of marketing and sales activities through monitoring of all marketing initiatives.
- 4 Contributes to the success of marketing and sales initiatives through monitoring of all marketing initiatives.
- 5 Develops and implements strategies that will ensure total quality product and service delivery throughout the Agency.
- 6 Develops a "customer service mentality" for the Agency through the coordination and orchestration of product line activities.

NUMBER: K-6-B

- 7 Provides timely, qualitative and quantitative information to support Agency and product line decision making.
- 8 Manages the financial and human resources of the Division with economy and probity.

EVALUATION RATIONALE

Director, Marketing Division

KNOW-HOW

- F Extensive knowledge of the principles, design, development, implementation and assessment of marketing initiatives; thorough in-depth knowledge of Agency priorities and policies required to develop Agency strategic and marketing plans; thorough knowledge of product line strengths and weaknesses and of private sector practices in the different product line; knowledge of the priorities and programs of other federal government departments affecting the planning and development of strategic and marketing plans; thorough knowledge of product line strengths and weaknesses and of private sector practices in the different product lines; knowledge of the priorities and programs of other federal government departments affecting the planning and development of strategies to establish a strong market position for the Agency.
- III Conceptual management of the strategic planning activity for the Agency and operational management of strategic and operational marketing activities and management of total quality product delivery initiatives.
- 3 Successful achievement of objectives requires the position to advocate and implement strategies to realise Agency business goals and motivate staff.
- 608 High number indicates a tendency to the IV with respect to the strategic planning and marketing leadership activities of the position. The Division is responsible for all analytic and planning activities as well as managing strategic quality initiatives which have a significant impact on the business health of the Agency.

PROBLEM-SOLVING/THINKING:

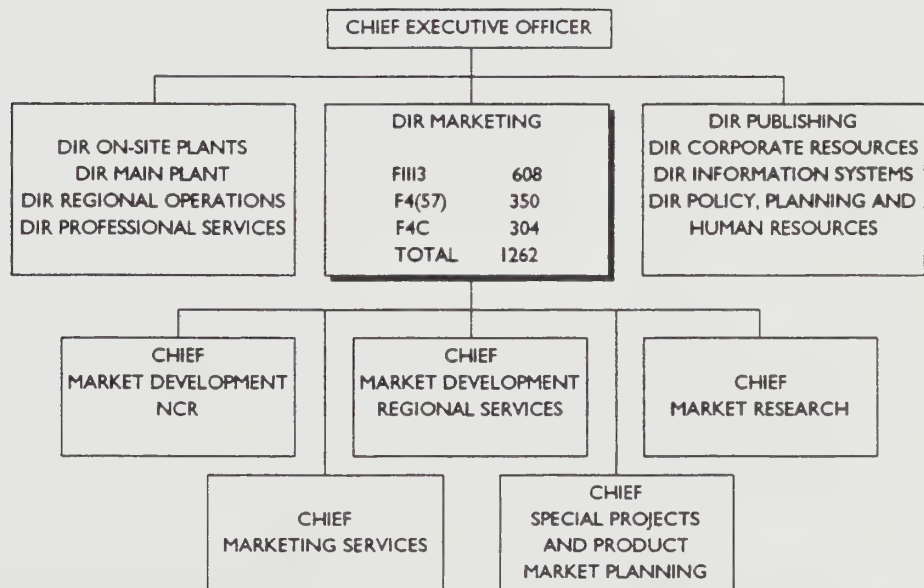
- F Thinking is done with general business and strategic priorities established for the Agency. The position plays a major role in establishing priorities and developing proactive business initiatives.
- 4 Analytical and constructive thinking is required to develop the strategic planning framework for the Agency and innovative responses to client and product line development.
- 57% Higher percentage reflects the degree to which the position is responsible for translating the Agency's strategic vision into visible product lines.

ACCOUNTABILITY/DECISION MAKING:

- F Reporting to the Chief Executive Officer, the position is expected to provide corporate leadership in the development of the Agency's strategic planning framework and the development and implementation of all Agency marketing initiatives.
- 4C The position has contributory impact on the operations of the Agency. The proxy selected to represent these activities is an operating budget of \$72 million (constant).
- 304 Middle number reflects the degree of latitude that the position has in providing corporate leadership for two strategic activities.

SUMMARY

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: K-6-B



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: K-5-A

POSITION TITLE: Director, Technical Services (Government Exposition Centre)

GENERAL ACCOUNTABILITY

Is accountable for the effective and efficient management of marketing, professional and technical staff to provide film, video photographic, audio-visual, and exhibits services and related technical services to federal government departments and agencies and crown corporations and other clients in the public and private sectors so that the Centre meets high standards of excellence and operates in a revenue-dependent manner, comparable to the private sector.

ORGANIZATION STRUCTURE

This is one of six positions at the third level reporting to the Director General, Communications Services Directorate. The other five are: Director, Government Printing Services; Director, Government Publishing Centre; Director, Advertising Management Group; Director, Communications Planning Services; and Director, Communications Services Procurement.

The following positions report to the incumbent:

Manager, Project Management Group (Staff of 55) is responsible for the development, direction, and coordination of all exhibition and related project needs of client departments, providing advice to customer departments and agencies on planning, financing, production and distribution of film and other audio-visual components of their programs.

Manager, Production Services (Staff of 110) is responsible for providing state-of-the-art photographic, laboratory, and ancillary services and for the fabrication, warehousing, installation, and transportation of exhibits, signs or display projects.

Manager, Procurement Services (Staff of 14) is responsible for the development of procurement policies, standards and techniques and for managing all procurement services for expositions, film and video.

Manager, Design and Research Services (Staff of 15) is responsible for the design aspect of all projects and acts as an advisor to client departments to ensure design needs are met within budgetary and scheduling limitations.

NATURE AND SCOPE

The Department is a common service agency providing support to the government as a whole through the effective management of a wide range of essential services.

The Director is responsible for managing, promoting and marketing audio-visual, photographic arts and exhibit services to a wide range of clients in government departments and agencies, and the private sector through direct production and through private sector suppliers. Services must operate on a cost-recovery basis which demands effective forecasting of short/long-term business, the development of innovative marketing strategies, a research capacity and the maintenance of satisfied clients provided with first class service comparable to the private sector.

The effective management of projects is integral to the total information strategy of department and agencies of the government. Photographs, audio-visual productions and expositions are seen annually in Canada and abroad and are directly responsible for generating billions of dollars in exports and fostering an understanding of this country. To achieve this responsibility, the Director formulates, plans and implements Centre policies, objectives and programs providing responsive service to clients within departmental policies on revenue dependency.

The Centre maintains close liaison with the audio-visual industry for commissioning of films and videos from independent producers on behalf of government departments. The Director must ensure that government requirements are well communicated to private sector producers. This requires the establishment of technical and artistic interpretive standards and guidelines as well as highly articulate requirement definitions for major projects in order to avoid cost overruns and the under-utilization of the audio-visual media, and ensure a high degree of client satisfaction. The incumbent must possess technical and interpretive skills in order to interpret client requirements and assess the degree to which producers have met requirements. The Director decides on the allocation of work between the private sector and the National Film Board production studios based on technical capabilities, the nature of client requirements, and direction received from Cabinet.

The major objectives of the Centre are to make significant improvements in the level of service to clients and increase business volume. The achievement of these objectives depends on the Director's ability to launch an aggressive marketing program directed within federal government departments and agencies and non-federal governments.

The Director makes decisions and recommendations on organization, staff, budget and training to meet objectives, priorities and forecasted increase in business volume. The Director assigns and controls production contracts for the private sector in the millions of dollars annually. The position has delegated contract approval authority for non-competitive contracts up to \$300,000 and competitive contracts up to \$600,000.

A major responsibility of the Director is to support departmental decision-making through the reporting and interpretation of financial information such as exhibit and film expenditures, business volume and revenue and non-financial information such as the impact on governmental and departmental policies, and socio-economic trends and developments on the market demand for the Centre's specialized photographic, exhibit and audio visual services.

Frequent contacts are made with senior officials of the government, of Federal Departments and Agencies, crown corporations, private industry, fair authorities, representatives of foreign governments and the general public to resolve complex and sensitive problems. Effective negotiation and resolution of these problems directly contribute to the achievement of the goals and objectives of the client departments' information program at national or international venues and the overall effectiveness and credibility of their total communications strategy.

DIMENSIONS (Constant Dollars)

Person-Years:	198
Salary, operating and maintenance budget:	\$2,557,544
Annual Sales Revenue:	\$10,230,178

SPECIFIC ACCOUNTABILITIES

- 1 Organizes and directs the Centre by managing the services and expertise that meet government-wide and private sector needs for exhibits, audio-visual production work and photographic services in a revenue-dependent manner.
- 2 Expands the client base for services by developing effective marketing strategies and approaches.
- 3 Negotiates with clients on service requirements and expectations and resolves complex problems.
- 4 Develops and implements government exhibits, film and video policies, including the technical and operational means to attain the objectives set out therein, in cooperation with the Treasury Board and client departments.
- 5 Provides professional services and advice to all clients on the conception, implementation and satisfactory completion of their exhibit, photographic, film and audio-visual requirements.
- 6 Establishes professional and technical standards to ensure first-rate, efficient and cost-effective service to clients for their exhibit, audio-visual, film and photographic needs.
- 7 Develops and implements effective methods and supply for exhibit, photographic film and audio-visual requirements taking into consideration commitments made to industry and the National Film Board and maintains effective relationships with industry.
- 8 Directs the issuance of hundreds of contracts annually, consistent with policy, representing an annual business volume of millions of dollars.

EVALUATION RATIONALE

Director, Technical Services

KNOW-HOW

- F Extensive knowledge of concepts, techniques, principles and practices related to exhibit design, operation and management, and related technical and administrative expertise in research, project management, audio-visual and photographic arts, graphics, on-site management.
- III Operational and conceptual coordination of diverse activities related to the technical and administrative management of exhibits and exhibitions, and a broad managerial role required where departments do not possess in-house expertise.
- 3 Successful achievement of objectives requires providing appropriate advice and leadership to clients, representing the Centre and the Department in negotiations with federal and provincial departments and agencies, and private industry, and motivating a staff of 198.
- 528 Middle number reflects expertise required to manage a highly focused technical operation.

PROBLEM-SOLVING/THINKING

- F Thinking within the policies and objectives of the Centre, the Department, and the Federal Government, as well as the objectives and priorities of clients, in developing technical standards, policies and programs for exhibits, and in establishing service levels and quality.
- 4 Evaluative and constructive thinking required in resolving operational problems and developing marketing strategies.
- (50) Lower percentage indicates that a significant amount of guidance is available.

ACCOUNTABILITY/DECISION MAKING

- F Reports to the Director General, Communications Directorate, from whom managerial direction is received. Technical and operational management services provided to those federal departments and agencies where specific capability does not exist.
- 3P The position has a primary impact on Centre operations. The proxy selected to represent these operations is a budget of \$2.6 million (Constant).
- 400 Middle number recognizes a relatively low dollar value combined with the requirement of the position to generate revenue.

SUMMARY

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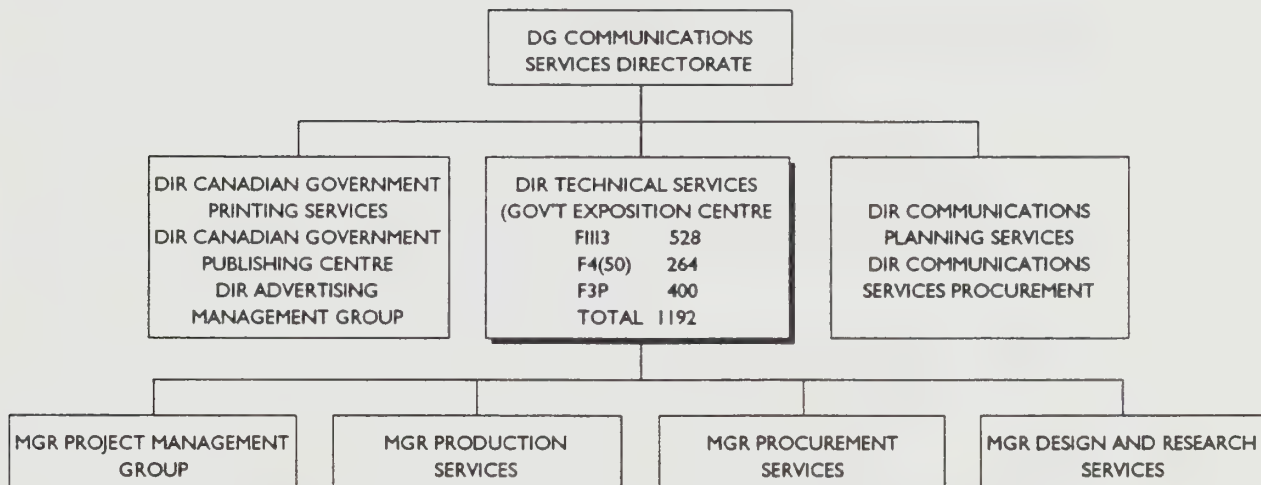
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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: K-5-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: K-5-B

POSITION TITLE: Director, Environmental Design

GENERAL ACCOUNTABILITY

Is accountable for providing environment analysis and assessment, planning, urban design, landscape architectural and heritage conservation professional services to the Department and to other government departments and agencies.

ORGANIZATION STRUCTURE

This is one of five positions at the third level reporting to the Director General, Design and Construction Services. The other four are: Director, Transportation; Director, Marine; Director, Buildings; and Director, Consultant Services.

Specific functions of the five positions reporting to the Director are:

Chief, Environmental Analysis (Staff of 2) provides advice and professional services in the fields of environmental analysis and assessment, environmental impact studies and the administration of the Environmental Assessment Act.

Chief, Planning (Staff of 3) provides advice and professional services in the fields of planning, socio-economic impact studies, federal land management, federal presence, land re-use studies, recommendations on purchase and disposal of lands.

Chief, Urban Design (Staff of 4) provides advice and professional services in the field of urban design (which is the design of large complexes of buildings and their spatial relationship to each other and to the surrounding fabric of the city).

Chief, Landscape Architecture (Staff of 4) provides advice and professional services in the fields of landscape architecture, site analysis and environmental/ecological impact.

Chief, Heritage Structures (Staff of 2) provides heritage appraisals and advice to Planning and Urban Design Divisions (Shediac, Charlottetown, Edmonton, Vancouver, etc.) as well as directly to Regional offices.

The Director, Environment Design, also provides a functional direction to the six Regional Managers of Design & Construction and their staff.

NATURE AND SCOPE

When a departmental project is contemplated, the Director, Environmental Design is consulted on the broad aspects of the project's location, its socio-economic impacts on the host community, environmental impacts, site selection, evaluation of all possible siting options, recommendations regarding sitings, massing, urban design criteria, proposed landscaping and any possible heritage implications.

The Director is responsible for the development and implementation of policies, procedures, systems and standards necessary for the delivery of environmental analysis and assessment, planning, urban design, landscape architectural and heritage projects. The incumbent also monitors and evaluates the implementation of programs and projects in order to ensure the achievement of client satisfaction in terms of site selection (cost, quality, environmental and socio-economic impacts), federal presence, federal land management criteria, Environmental Assessment Act, etc.

The Director establishes a multi-disciplinary team with professionals in six different fields: town planning, urban design, architecture, landscape architecture, heritage conservation and environmental analysis and assessment. In order to be able to direct these multi-disciplinary teams, the Director must have a high degree of knowledge in terms of academic qualifications and experience in at least two or three of these professions, with a deep understanding of the others. As an example, the present incumbent is professionally qualified in the fields of: architecture, urban design, town planning and structural engineering with "mid-career" courses in urban economics and administration.

Within this multidisciplinary approach, the location of major federal government offices or other facilities is frequently a decision of very high political, economic, environmental and social impact. All three levels of government (federal, provincial, municipal) are invariably involved, both on the political and on the public service side. On the federal side three or four (or more) departments are frequently involved, in addition to the client department. Ministers and Members of Parliament are frequently deeply interested. In this "highly charged" political environment, the decision-making on recommendations for site selection becomes a highly complex and intricate balancing of professionalism on one hand and political instructions on the other. An example of this is the site selection for DVA HQ in Charlottetown where the location of the building changed twice in one year as a result of two government changes. Throughout these political changes, the Director, Environment Design had to maintain professional integrity and advise on the pros and cons of every alternative site as well as to warn of possible dangers and additional costs of every change of location.

In addition, the Director has to be knowledgeable of provincial and municipal planning, environmental and zoning legislation since the federal government tries, wherever possible, to comply with local legislation. A thorough knowledge of the National Capital Act and of the organization and procedures of the National Capital Commission is required for those projects which are located in the National Capital Region.

The Director provides functional support to regional operations in the management of programs and provides environmental analysis and assessment, planning, urban design, landscape architectural and heritage structures knowledge and expertise to other Headquarter branches. Within the Directorate there is a nucleus of management and design skills which directs and coordinates specialist resource staff in providing multi-disciplinary support to projects, as well as directing quality control and project delivery processes. The Director ensures the support to regions is provided by assignment of staff to projects, by direct participation in design review and quality control processes, selection and management of consultants, training and development of staff, recommendations on person-year allocation, staffing and organization, and on TB submissions for the purchase and disposal of federal lands.

Contacts with regions are made to resolve project difficulties, answer executive or ministerial inquiries, identify and arrange for development and transfer new knowledge. Contacts within Headquarters primarily concern recommendations on projects and delivery systems. Other external contacts are with consultants, client departments, Treasury Board, Members of Parliament, etc. to answer inquiries or resolve problems.

The position requires contact with professionals in the fields of environmental analysis and assessment, planning, urban design, landscape architecture and heritage structures to assess and recommend consultants for major departmental projects in the above fields. A knowledge of departmental and government administrative and approval systems is needed to provide functional review of the various projects. The nature of the projects, particularly in the fields of environmental analysis and assessment, planning and urban design, also requires a thorough knowledge of provincial environmental and planning legislation and municipal zoning by-laws. More and more frequently, knowledge of provincial legislation is required when dealing with heritage structures. The Director is a member of the Department Project Review Committee, and is also responsible for informing and advising the ADM on all matters relating to his/her mandate. The Director generally represents the Branch in the area of environmental analysis and assessment, planning urban design, landscape architecture and heritage structures.

DIMENSIONS (Constant Dollars)

Person-Years	17
Salary, operating and maintenance budget	\$216,000
Land Management Budget	\$250 Mil

SPECIFIC ACCOUNTABILITIES

- 1 Provides professional services in the fields of environmental analysis and assessment, planning, urban design, landscape architecture and heritage conservation in response to corporate or special requests, as well as to other branches within the Department or other government departments.
- 2 Provides specialist expertise to ensure Directorate building functions have professional capability to deliver departmental programs.
- 3 Ensures that projects achieve acceptable standards by instituting quality control procedures and developing policies, systems and guidelines.

- 4 Provides a focal point in the department for analysis and assessment of planning, urban design, landscape architecture and heritage structures; provides functional direction in HQ and regions in these fields; participates in management approvals and provides recommendations to senior management and clients; prepares sensitive correspondence for the signature of the Minister.
- 5 Establishes and maintains the departmental heritage inventory and develops (jointly with others; e.g., Parks Canada) a heritage policy for Canada.
- 6 Organizes the Directorate, motivates its professional staff, plans staff deployment in order to ensure maximum impact with minimum resources, formulates priorities and defines the results expected.
- 7 Represents the Department on national and international professional conferences and seminars.

EVALUATION RATIONALE

Director, Environmental Design

KNOW-HOW

- G Mastery in all and a professional level of knowledge of at least two or three of the following fields: town planning, urban design, architecture, landscape architecture, and heritage conservation, as the senior departmental consultant in these fields.
- II Conceptual management of planning, urban design, landscape, architectural and heritage conservation professional services to the Department and other government departments, and agencies.
- 3 Extensive liaison work and political sensitivity of projects are required for successful achievement of objectives.
- 528 Middle number reflects the expertise required to deliver a highly specialized technical support function.

PROBLEM-SOLVING/THINKING

- F Thinking within governmental departmental and central agency policies, priorities and guidelines in developing major projects, plans and professional standards.
- 4 Evaluative thinking is required to assess the political, economic and social impact of project decisions.
- (50) Lower percentage indicates that a significant amount of guidance is available.

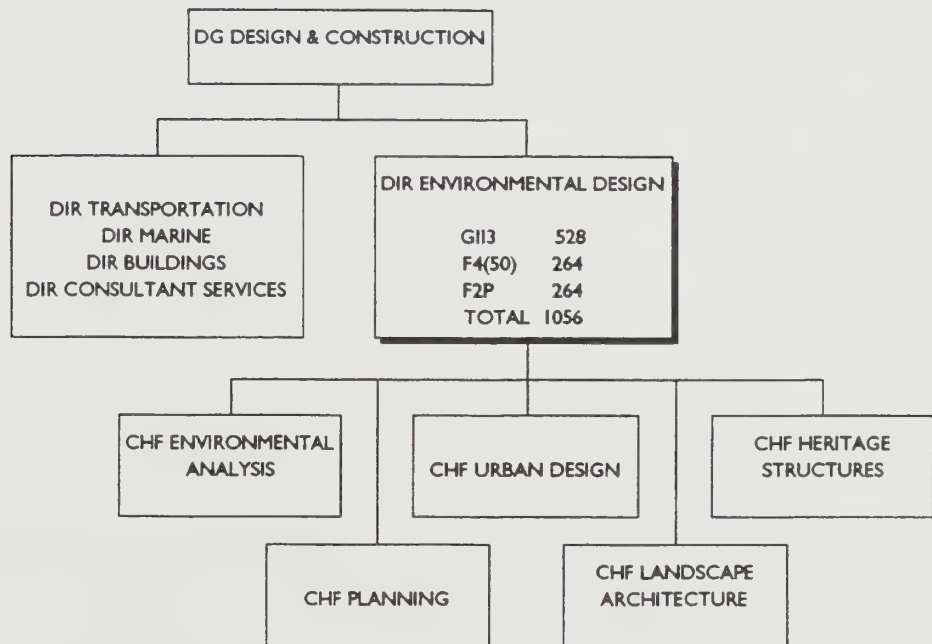
ACCOUNTABILITY/DECISION MAKING

- F Acts within general direction from the Director General, Design and Construction Services in providing a range of professional services to the Department and other government departments.
- 2P The position has a primary impact on operations. The proxy selected to represent these operations is a budget of \$216,000 (constant).
- 264 Low number reflects the degree to which the position acts independently as the senior level consultant in an important area of the Department's business.

SUMMARY

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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: K-5-B



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: KK-9-A

POSITION TITLE: Assistant Deputy Minister, Regional Operations

GENERAL ACCOUNTABILITY

Is accountable for the management and direction of all field (Regional Operations in Canada) and offshore (Export Supply Directorate, Washington and European Offices) operations, namely the delivery of the required goods and services on a timely basis satisfactory to customers.

ORGANIZATIONAL STRUCTURE

This is one of eight positions at the first level reporting to the Deputy Minister. The other seven are: ADM Supply Operations; ADM Management and Operational Services; ADM Finance and Administration; DG Program Development and Evaluation; DG Audit Operations; and the General Counsel and Corporate Secretary.

Specific functions of the eight positions reporting to the Assistant Deputy Minister, Regional Operations Sector are:

Regional Directors General (5): Atlantic (Staff of 925); Quebec (Staff of 514); National Capital (Staff of 1197); Ontario (Staff of 494); Western (Staff of 886).

Director General, Export Supply Directorate (Staff of 99) directs the effective management of a government-to-government sales business assisting Canadians to export and facilitating foreign government procurement in Canada, as well as the supply of services offered to customer departments and agencies through two supply centres in the United States and Europe.

Director, Regional Operations Sector Support Branch (Staff of 79) provides planning, advisory and control services to the Assistant Deputy Minister and the regional Directors General.

Director, National Operations Development (Staff of 32) provides national coordination for all services product delivery systems and interface with functional and regional directorates.

NATURE AND SCOPE

In fulfilling its role, the Department serves three distinct publics: its customers, suppliers, and Canadian taxpayers. To customer departments and agencies, the Department has a responsibility to demonstrate sensitivity and responsiveness to their needs and requirements. To suppliers, the Department must provide fair and equal opportunity for business to compete for government work. In meeting these objectives, the Department is accountable to Parliament and taxpayers for the judicious and effective expenditure of public monies by ensuring the prudence and probity of all aspects of these common service functions.

Within this environment the Regional Operations Sector provides a wide range of output services to the government. These include science, engineering and commercial acquisitions at 23 office locations, printing (100 plants and copy centres), a computerized stocked item supply service from five distribution centres and ten self-service stores, maintenance and management of production assets, public warehousing and trucking services, inspection services for new ship construction and ship repair and overhaul at Canadian shipyards, and management of the federal government's assets disposal program.

Other products and services provided by the Sector include the administration, accounting, and cheque issue of public service pay and benefit plans for all government employees and the superannuation payments made to retired public servants; the accounting and cheque issue for major government socio-economic programs for the Department of Health and Welfare such as Family Allowance, Old Age Security and Canada Pension Plan; the accounting and cheque issue for all government payments made to various supplier accounts and the general public; the provision of financial statements and reports required by statute and legislation; the provision of optional accounting services and the safekeeping and administrative services related to government held securities. These services are provided by staff stationed in three regional and twenty-seven district offices located across Canada.

The ADM assists the Deputy Minister in the formulation of the Department's general objectives, policies, plans, programs. He/she provides overall direction and control to permit, on a decentralized basis, the cost-effective and efficient management of regional operations, and the delivery of regional supply management and operational services. The incumbent acts as the principal link between the regional managers on day-to-day problems and proposals requiring resolution or attention at Headquarters.

In doing so, the ADM operates in accordance with system guidelines provided by the Assistant Deputy Ministers, Management and Operational Services; Supply Operation; and Finance and Administration.

Decisions and recommendations can have a significant impact on the achievements of the socio-economic goals of the government, particularly in such areas as regional economic disparity, support to small businesses, support to the Canadian Correctional Services industries and the "Buy Canadian" policy. The direction of a large, decentralized workforce of 4200 requires a high level of labour relations and managerial skills to successfully achieve program delivery, on time and at reasonable cost.

The ADM Regional Operations, as a member of the Deputy Minister's Operations Review Committee, counsels and consults with other members to contribute to the integration of programs and activities. As a member of the Operation Review Committee, the incumbent participates in the decision-making process and has the opportunity to concur in all proposals considered by the Committee.

DIMENSIONS (Constant Dollars)

Number of Staff: 4,230

Salary, operating and maintenance budget: \$50,269,817

SPECIFIC ACCOUNTABILITIES

- 1 Formulates and recommends annual business plans and priorities for regional operations to ensure conformity with the strategic plan and the approved annual plan and strategy.
- 2 Recommends performance standards for regional operations monitoring; analyzes and reports on the results of this monitoring activity to ensure that the regional services are delivered in accordance with approved policy, plans and guidelines.
- 3 Recommends performance standards for regional operations including the extent to which contract and other approval authorities should be decentralized within regional operations.
- 4 Exercises contract approval authorities and recommends to the Director General, Program Development and Evaluation all contract submissions within the regional operations area requiring ministerial or Treasury Board approval.
- 5 Recommends approval of policy initiatives on matters affecting regional operations and recommends consequential changes arising from their implementation.
- 6 Recommends the annual operating budget submission for regional operations to the ADM Corporate Finance and Administration.

EVALUATION RATIONALE

Assistant Deputy Minister, Regional Operations

KNOW-HOW

- G Mastery of all aspects of the supply system, industry sector grouping, and other government departments' programs; government-to-government contracting; pay and benefits administration and related federal legislation, policies and regulations.
- IV Coordination and management, at the regional level, of operations and the delivery of services, including acquisitions and supply services, pay, socio-economic, superannuation, financial and other services products. Required to balance goals of the Department, of other government departments and private industry.
- 3 Successful achievement of objectives requires leading and motivating a large decentralized staff, of 4,200, dealing with officials of other government departments and private industry at negotiations.
- 920 Middle number reflects the knowledge and skills required to manage a large decentralized operational organization delivering a number of product lines.

PROBLEM-SOLVING/THINKING

- G Thinking within generally defined objectives for the Department and the regional operations sector to implement policies and procedures for the delivery of services across the country.
- 4 Evaluative and constructive thinking required in responding to conflicting operational requirements of a large decentralized organization charged with the delivery of government-wide services.
- (57) Lower percentage reflects the guidance available on a functional basis from other senior managers reporting to the DM.

ACCOUNTABILITY/DECISION MAKING

- G Reporting to the Deputy Minister, is subject to general guidance in managing the operation and delivery of services.
- 4P The position has a primary impact on departmental operations in regions. The proxy selected to represent these operations is an operating and salary budget of approximately \$50 Mil (Constant).
- 920 High number reflects the size of the budget and the considerable degree of independence the position has in delivering a wide range of government services across the country.

SUMMARY

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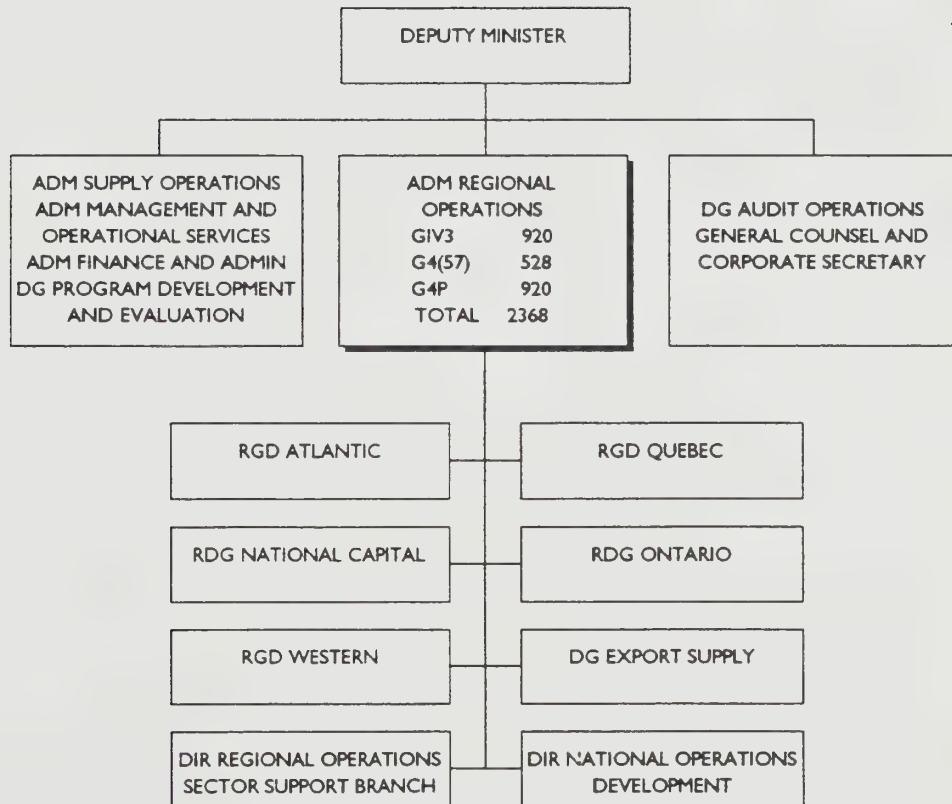
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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: KK-9-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: KK-7-A

POSITION TITLE: Director General, Western Region

GENERAL ACCOUNTABILITY

Is accountable for the development of plans to direct and control the effective and efficient management, at the regional level, of departmental operations and of the delivery of departmental services.

ORGANIZATION AND STRUCTURE

This is one of six positions at the second level reporting to the Assistant Deputy Minister, Regional Operations. The other five positions are the Director General, Quebec Region; Director General, Atlantic Region; Director General, Central Region; Director General, International Operations; Director, Regional Operations Sector Support Branch.

Specific functions of the four positions reporting to the Director General, Western Region are:

Director, Services (Staff of 636) plans and directs the operation of six district service offices and the data processing host centre and directs the provision of services on behalf of client departments and agencies located in the region.

Director, Prairie Supply Centre (Staff of 88) plans, organizes and directs a total supply service to government departments and agencies in Alberta, Saskatchewan, and the Northwest Territories, and implements the overall method of supply procedures and the disposal of surplus material.

Director, Pacific Supply Centre (Staff of 167) plans, organizes and directs a total supply service to government departments and agencies in British Columbia and the Yukon territory and implements the overall method of supply procedures and the disposal of surplus material.

Director, Manitoba Supply Centre (Staff of 62) plans, organizes and directs a total supply service to government departments and agencies in all of Manitoba plus Northwestern Ontario eastward to the Lakehead and the Keewatin District in the Northwest Territories, and implements the overall method of supply procedures and the disposal of surplus material.

NATURE AND SCOPE

The Western Region Directorate consists of some 877 employees located in four provinces, the Yukon, the North West Territories, west of the Manitoba border and Northwestern Ontario eastward to the Lakehead. The decentralization program of the government has required the Department to provide an effective, efficient, directly supportive, customer-oriented regional service. The operation must ensure that a co-ordinated response is provided to the needs of

customer departments and agencies and the business community in the regional area, as well as to the achievement of the socio-economic goals of the government.

It is in this environment that the Director General is responsible for directing a co-ordinated operation to ensure the delivery on a decentralized basis of products and services, which include the administration, accounting, and cheque issue of public service pay and benefit plans for all government employees; the accounting, cheque issue and file maintenance for major government socio-economic programs for the Department of Health and Welfare such as Family Allowance, Old Age Security and Canada Pension Plan; the accounting and cheque issue for all government payments made to various supplier accounts and the general public; and other social assistance programs such as veterans' pensions, National Institutional Training Program; the provision of financial statements and reports required by statute and legislation and the provision of optional accounting services. The Director General is required to implement policies and programs which will provide an effective regional supply service consistent with departmental and Treasury Board supply policies, guidelines and objectives. This supply service encompasses the output services for which Supply is responsible, including science, engineering and commercial acquisitions, printing (plants and copy centres), a computerized stocked item supply service from distribution centres, self-service stores and super stores, repair and maintenance of office machine and related equipment, public warehousing and trucking services, inspection services for new ship construction and ship repair overhaul at Canadian shipyards, and the management of the federal government's assets disposal program.

The diverse nature of these output services requires the development and maintenance of a highly coordinated regional organization with specialists in a variety of locations in order to achieve the high standard of professionalism expected in all regional management activities. To do this, the Director General provides direction and control to ensure successful implementation of professional development of the Directorate's human resources in accordance with the approved professional development plan of the Regional Operations Sector. The geographical dispersion of the regional Directors increases the problem in management vis-à-vis reaching consensus on operational matters.

In order to respond to the changing demands of clients' policies and programs, the Director General must maintain a constant awareness of all the various influences which impact on the operation. One of the major challenges of the job is to be able to manage changes and reorganizations within the directorate in order to accommodate external circumstances and requirements.

It is the Director General's responsibility to ensure that an adequate organization exists and that both human and financial resources are allocated in such a way as to attain the objectives of the Sector.

The Director General has significant input to the sector corporate planning process. It is the Director General's responsibility to direct the formulation of recommendations and proposals for new or changed sector policies as they affect the Directorate. The Director General directs research and analyses of the operational impact of new or changed sector policies and the development of action plans for the regional implementation and assessment of sector policies.

The incumbent directs the provision of a high level of service to customers, maximizing the use of regional suppliers, the selection of capable sources of supply and an active marketing program including determination of the need for additional purchasing sub-offices and self service stores to improve service to customers.

The Director General has delegated contract approval authority for non-competitive contracts up to \$1 million, for competitive contracts up to \$2 million and for cumulative contract amendments up to \$1 million without reference to higher authority. In addition the Director General has unlimited contract signing authority.

The Director General is required to travel extensively not only to fulfil his role as the senior official responsible for regional operations, but also to meet with regional heads of civilian departments and commanding officers of military bases to negotiate the resolution of problems; to negotiate mutually advantageous contractual arrangements; and to keep them informed of departmental policies and programs and with company officials in the private sector, business and industrial associations, to resolve problems and to encourage them to do business with the federal government. The Director General must also meet with ADM/DM levels of federal, provincial and municipal governments, Presidents/Vice-Presidents of Crown corporations to resolve areas of conflict and to ensure the maintenance of the overall integrity of the output service.

The Director General assists the Assistant Deputy Minister, Regional Operations in the formulation of general objectives and plans, counsels and consults with other members of the Regional Operations management in the coordination of the departmental activities and decision making processes.

DIMENSIONS (Constant Dollars)

Departmental staff	9,077 person-years
Subordinate staff	956 person-years
Salary, operating and maintenance budget	\$10.2 Million
Number of offices (regional, district and sub-offices, printing and copy centres)	36
Number of acquisition contracts (annual)	84,000
Acquisition business volume (annual)	\$99.7 Million
Stocked items supply sales (annual)	\$5.4 Million
Disposal operations sales (annual)	\$2 Million

SPECIFIC ACCOUNTABILITIES

- 1 Formulates and recommends an annual business plan and approves the annual business plans of each Regional Director consistent with the strategic plan and the approved annual procurement plan and strategy and multi-year operational plan.
- 2 Directs the implementation of operational programs and systems to meet established service objectives of the Sector and satisfy the payment, accounting and other program needs of client departments, agencies and Crown corporations.
- 3 Ensures effective Directorate understanding and implementation of departmental organization, business systems and administrative and policy guidelines and procedures.
- 4 Ensures the cost-efficient and effective implementation of the approved Regional Operations Sector strategies and methods of supply.
- 5 Ensures development and implementations of an effective client relations plan to ensure that the goods and services provided by the Directorate are supplied to clients in an efficient and effective manner and in accordance with supply policies and client requirements; and that this is in accordance with the departmental client relations plan.

EVALUATION RATIONALE

Director General, Western Region

KNOW-HOW

- G Mastery of the concepts, techniques and theories of a number of diverse output services and operations, including acquisition and supply services; pay, socio-economic, financial and other service products, to provide an effective, efficient, directly supportive, customer-oriented regional service.
- III Operational and conceptual co-ordination in the provision of these various products and services, through four directors who provide these services to client organizations located in British Columbia, Alberta, Saskatchewan, Manitoba, the Yukon, the Northwest Territories west of the Manitoba border and Northwestern Ontario eastward to the Lakehead.
- 3 Successful achievement of objectives requires directing a large staff and dealing with client departments.
- 700 Middle number reflects knowledge of diverse services and operations and related operational control.

PROBLEM-SOLVING/THINKING

- F Thinking within broad policies and objectives, manages the provision of diverse regional services under the general direction of the Assistant Deputy Minister, Regional Operations Sector.
- 4 Constructive, analytical thinking required to manage the provision of services including those affected by the introduction of new and unique pay systems, which must be integrated with the present operational EDP capability, while ensuring orderly transition is effected without disrupting current operations.
- (50) Lower percentage indicates that the position must resolve issues within departmental precedents to ensure that programs are delivered in accordance with national standards and regional sensitivities.

ACCOUNTABILITY/DECISION MAKING

- F Reporting to the Assistant Deputy Minister, Regional Operations Sector, receives general managerial direction in the provision of products and services to meet the needs of client departments.
- 4P The position has a primary impact on Directorate operations. The proxy selected to represent these operations is a budget of \$10.2 million (Constant).
- 528 Middle number reflects size of budget and the degree of autonomy which the position has to manage the delivery of programs and services to the satisfaction of clients outside Headquarters.

SUMMARY

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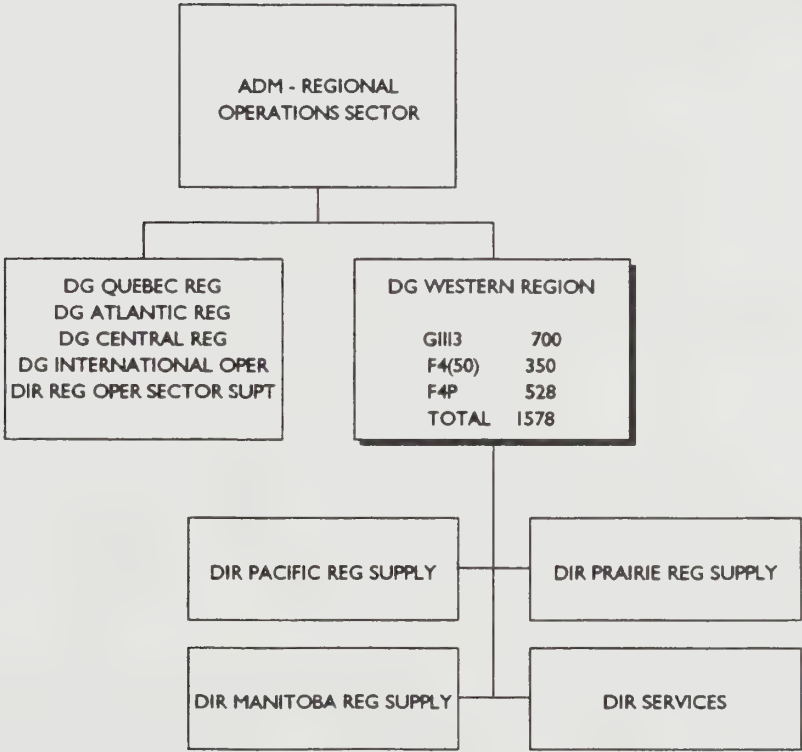
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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: KK-7-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: KK-6-A

POSITION TITLE: Regional Director, Realty Services

GENERAL ACCOUNTABILITY

Is accountable for the overall performance of the Atlantic regional realty business, which encompasses the development, management and delivery of all realty services to federal government department and agency clients.

ORGANIZATION STRUCTURE

This is one of ten positions at the second level reporting to the ADM Realty Services. The others include the other four Regional Directors, Realty Services; the Directors General, Property Management; Real Estate Services; Facilities Maintenance; Realty Business Management.

Specific functions of the four positions reporting to the Regional Director are:

Regional Manager, Property Management (Staff of 310) is accountable for planning, programming, monitoring and managing property management services provided to clients for all real property; is responsible for the negotiation, formulation, resourcing and approval agreements which specify the type, quantity, quality and extent of property management services provided to clients, for the negotiation and administration of occupancy instruments, and for providing such other services as fit-up and refit inherent in the management of space.

Regional Manager, Real Estate Services (Staff of 55) is accountable for planning, programming, directing and coordinating the delivery of professional realty services such as the acquisition and disposal of real property interests, legal land surveys, appraisal of real property interests, real estate investment analysis, land use studies, real estate market surveys, real property inventory maintenance, and payment of municipal grants in lieu of taxes and property development. These services are contracted to all federal government department and agency clients.

Regional Manager, Facilities Maintenance (Staff of 335) is accountable for the development of regional standards, procedures and guidelines necessary to operate and maintain real property as well as utility generation and distribution systems; for the development of the life cycle performance requirements as specified in agreements; for the maintenance and operation of building mechanical/electrical equipment and structural systems; and for marketing facilities maintenance services to potential clients.

Regional Manager, Realty Business Management (Staff of 8) is accountable for business management planning, evaluation, monitoring, marketing support, administration, as well as computerized and manual systems support to the branch.

NATURE AND SCOPE

The Regional Director, Realty Services regionally represents one of the two service branches of the Department and is responsible for providing professional realty services and advice in support of investment decisions and within the parameters of agreements to acquire, maintain and dispose of those real property assets under the custody of the Department. In addition, the incumbent provides, on a regional basis, a full range of professional realty services to federal departments and agencies.

The Regional Director is responsible for developing and managing the regional realty services business which includes controlling resources, directing program delivery, ensuring client satisfaction and quality of service, and evaluating those activities, while being accountable for the overall performance of that business, including any profit or loss. The incumbent is to ensure that the regional organization operates on sound business principles with an arm's length relationship to its clients.

Due to the budgetary cycle and the general lack of expertise in realty matters, many clients are unable to adequately plan or forecast their requirements for realty services. As a consequence, the Regional Director is severely constrained in the ability to forecast workload and resource requirements. Creativity is frequently required to identify effective alternatives to meet the clients' needs within budget and time frames without sacrificing the clients' program effectiveness or product quality. The Regional Director must act as a change agent to improve systems, policies and procedures thereby resulting in more effective service and increased client satisfaction.

The Regional Director, as the senior realty officer in the region, is accountable to the ADM Realty Services for ensuring that the corporate goals, objectives and issues relating to realty services are reflected in regional realty services' operations and decision making. As the focal point for realty expertise, the incumbent must maintain extensive business contacts with the real estate industry, senior municipal and provincial government officials to remain abreast of current trends, developments and transactions, as well as keeping those parties abreast of departmental and government objectives, policies and activities.

The incumbent operates in a politically sensitive environment where real estate transactions are of great interest and tend to have high visibility with the general public, special interest groups and their elected representatives. In the case of high profile projects such as urban redevelopment, the incumbent negotiates directly with senior officials of other levels of government, elected officials and the private sector.

The parameters of the federal government's participation will be contained in contracts which the Regional Director signs with the clients.

As the senior realty officer in the region, the position is the spokesperson for all matters relating to realty services in the region. He/She is a member of the Realty Services Executive Committee and other senior departmental committees and boards to ensure that regional realty concerns are appropriately reflected in the development of the departmental management philosophy and operating policies. The Regional Director is a member of the Regional Management Committee which ensures a coordinated departmental presence in the Region.

The Regional Director, Realty Services must create and manage a business modelled on the private sector, with a concern for profit and loss, in a government environment where legislative constraints and wider government socio-economic objectives have significant impact. The incumbent must also develop and maintain the realty services program in accordance with MYOP requirements so that adequate resources are available to meet clients' demand for services even though clients have historically had considerable difficulty in the planning and forecasting of their realty service requirements more than a few months in advance of need.

Due to the diverse nature of clients, the incumbent must be aware of the limitations imposed by specific legislation on those clients. Individual payments under the Expropriation Act and Municipal Grants Act are not subject to Treasury Board approval. Once the client agrees to expropriate and the Minister approves it, the incumbent has full delegated authority from the Minister. With respect to the Municipal Grants Act, the incumbent has full delegated authority for the payment of statutory grants to municipalities without reference to Treasury Board or other Central Agency. As property matters fall within provincial jurisdiction, the incumbent must also be familiar with the applicable provincial legislation for each province within his/her region.

DIMENSIONS (Constant Dollars)

Number of staff	712
Salary, operating and maintenance budget	\$7,476,000

SPECIFIC ACCOUNTABILITIES

- 1 Delivers to all clients upon request the full range of realty services of a quality at least equal to the best available in the private sector and in accordance with the terms and conditions set out in the contracts (management agreements, occupancy instruments, etc.) with them.
- 2 Develops, operates and maintains realty data banks and systems whereby the clients can obtain sufficient information upon which to make decisions.
- 3 Undertakes active and extensive business development and marketing initiatives to encourage strong client relations within a business orientation.
- 4 Ensures that corporate goals, objectives, issues, policies, standards and guidelines relating to realty services are reflected in the regional realty services' operations and decision making.
- 5 Ensures regional realty services concerns are reflected in the development of corporate and government wide policies, standards, processes and practices.
- 6 Produces a regional human resources plan for the realty services business, which includes provision for training programs, career development and productivity improvement, and manages assigned resources effectively and efficiently.
- 7 As the focal point of regional realty services expertise, represents the Department on regional interdepartmental committees, in regional associations, academic institutions and other forums as appropriate.

EVALUATION RATIONALE

Regional Director, Realty Services

KNOW-HOW

- F Extensive specialized knowledge of the theories, principles and techniques of property management including valuation, management, and maintenance of real property, of client programs and relevant federal, provincial and municipal legislation.
- III Develops and manages regional activities including controlling resources, directing program delivery, ensuring client satisfaction, and quality of service, evaluating activities, while being accountable for the overall performance of that business, including any profit or loss.
- 3 Successful achievement of objectives requires that the incumbent operate in a politically sensitive environment where real estate transactions are of great interest to the general public, special interest groups and their elected representatives at every level.
- 608 High number reflects the degree of expertise required to manage an important function of the Department in a regional setting to meet the requirements of a wide variety of clients.

PROBLEM-SOLVING/THINKING

- F Operates within departmental policies and objectives related to realty services. Ensures that corporate goals, objectives, issues, policies, standards, and guidelines are reflected in regional realty services operations and decision making.
- 4 Constructive thinking is required to create and manage a business modelled on the private sector, in a government environment; analytical thinking is required to identify effective alternatives to meet client needs, within its budget and time-frame without sacrificing the clients' program effectiveness or product quality; to undertake active and extensive business development and marketing initiatives.
- (50) Lower number reflects the availability of guidance from headquarters.

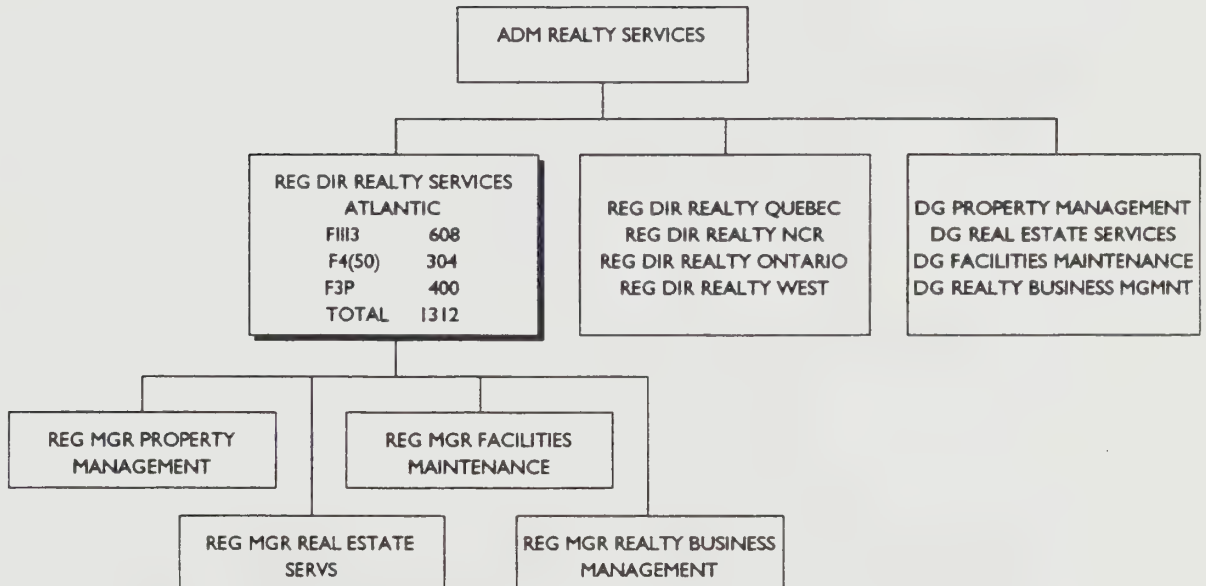
ACCOUNTABILITY/DECISION MAKING

- F Reports to ADM, Realty Services for general direction. Accountable for the management of Regional Realty Services business plan.
- 3P The position has a primary impact on the delivery of realty services. The proxy selected to represent these services is a salary and operating budget of \$7.5 mil. (Constant).
- 400 Middle number reflects the size of budget and the autonomy to make business decisions within the regional setting.

SUMMARY

FIII3	608	F4(50)	304	F3P	400	1312	A2
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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: KK-6-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: KK-5-A

POSITION TITLE: Regional Manager, Property Administration

GENERAL ACCOUNTABILITY

Is accountable for the provision of all accommodation for all federal government activities in the Atlantic Region and for the management of all realty assets, land and buildings, Crown-owned and leased, as described in the Public Works Act. The incumbent is also responsible for the physical security and custody of these facilities.

ORGANIZATION STRUCTURE

This is one of eight positions at the third level reporting to the Regional Director General. The other seven are the Manager, Program Planning and Coordination; Manager, Design and Construction; Manager, Real Estate Services; Manager, Finance and Administration; Manager, Personnel Administration; Officer of Public Relations and Information Services; and Chief, Safety and Security.

Specific functions of the seven positions reporting directly to the Manager, Property Administration, are:

Regional Chief, Property Management, (staff of 413) provides total building services and utilities, maintenance and operation, client tenant services, alterations to and rehabilitation of existing accommodation.

Regional Chief, Technical Services, (staff of 26) provides utilities, maintenance and technical support to all Crown-owned buildings, facilities and activities.

Regional Chief, Accommodation Services, (staff of 22) implements policies and requirements for the acquisition of accommodation by lease or lease/purchase, and lets and manages property leased to various government and non-government clients and markets property surplus to government needs as well as retail commercial planning and operations. The incumbent is also responsible for the efficient and economic preparation of accommodation to satisfy the varied needs of the public service in the Region for the provision of all parking and moving facilities and activities.

General Manager, Goose Bay (staff of 256) is responsible for the operation of this self-contained community and for the provision of accommodation, municipal services, utilities and transportation necessary for the well being of several major clients, commercial and industrial operations, and the local population in both Happy Valley and Goose Bay. The General Manager is also responsible for maintaining and supporting the needs of the military presence of Canada, Great Britain, United States of America and the Federal Republic of West Germany.

Senior Project Officer, Goose Bay (staff of 4) is responsible for the planning associated with the Department's involvement in Goose Bay, the communications with other government departments, the communications and negotiations with provincial and municipal levels of government.

Chief, Program Control and Realty Systems, (staff of 4) develops and coordinates the overall fiscal and personnel resources planning for Branch activities.

Program Coordinator assumes the Property Administration owner/operator role on the project team for all stages of the Project Delivery System in the development and implementation of all major renovations, Crown contract projects and construction of additions to existing facilities.

NATURE AND SCOPE

The Manager, Property Administration is responsible for the management, operation and maintenance of all Crown administered premises, land and support services and for the leasing of accommodation for federal public servants.

In this region, the Property operations are carried out through 4 district offices and the Goose Bay operations office. The 4 district offices are located in Saint John, New Brunswick; Charlottetown, Prince Edward Island; Halifax, Nova Scotia; and St. John's, Newfoundland. The Goose Bay office is located in Goose Bay, Happy Valley, Labrador, Newfoundland.

The work of the Branch requires a mix of technical, managerial, administrative, professional, and operational skills. Although these skills are diverse in nature, the Regional Manager must coordinate and consolidate these into a cohesive, effective and efficient organization working to achieve the Department's goals.

As "Landlord", the Regional Manager is responsible for the provision of a full property management service to his/her tenants. This includes provision of all building services and operation, maintenance and repair of complex environments (HVAC) systems, vertical transportation systems (elevators, escalators, conveyors, etc.); and the operation and maintenance of fire safety and security systems. These building systems range from small residential type furnace and air-conditioning units to modern, sophisticated, computerized systems used in multi-story buildings and requiring widely diversified professional and technical skills to operate and maintain.

As part of the matrix management system, the Regional Manager receives line direction from the Regional Director General, functional direction from ADM (Realty) at Headquarters, functional resource support from the Director General, Property Administration at Headquarters, and in turn, has full line authority for the operations of the branch. The Regional Manager develops, recommends and implements policy relating to the effective management of the federal government's total property portfolio in the region.

The incumbent participates in, coordinates and integrates the long and short term planning of a series of accommodation programs and activities to meet the requirements of the federal government so as to contribute significantly to the stable growth of the region.

The incumbent maintains contact with client departments up to and including Deputy Minister and Assistant Deputy Minister levels to outline departmental, general and specific policy applications, to maintain amicable relationships, to clarify situations and exchange planning information.

In addition, the Regional Manager maintains contact with corporate property enterprises, individual landlords and private contractors whose interests and undertakings may conflict or fall short of departmental contractual interpretations, in order to negotiate solutions to major problems. Contact is maintained with corporate property developers and entrepreneurs involved or interested in the provision of accommodation facilities to government or the development of commercial space in Crown-owned buildings. This contact ensures maximum exchange of property administration and development information and experience to ensure that regional facilities are operated with efficiency at least comparable to the private sector.

As a member of the Regional Management and Realty Strategy Committees, the incumbent introduces planning and policy concepts, and projects, discusses problems and recommends solutions, and generally brings the maximum expertise and experience to bear on all matters affecting the Region as a whole. The incumbent chairs the Regional Environmental Safety and Security Council, the Property Administration Chiefs Committee, and makes frequent appearances before departmental Executive and Project Review Committees in discussion of Regional projects or special assignments given to the position by Executive Committee members from time to time.

DIMENSIONS (Constant Dollars)

Approximately 733 buildings of many different types having 365,012 square meters of floor space.

Number of Staff Years	728
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Salary, operating and maintenance budget	\$10.9 Mil
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SPECIFIC ACCOUNTABILITIES

- 1 Ensures the efficient management of all federal government property in the Region in support of the Department's mission to manage real property and provide realty services.
- 2 Plans, develops and recommends the extent to which accommodation resources are sufficient or are needed in order to provide for the accommodation requirements of client departments and agencies; and on the property administration human resources, material and funds needed to meet the accommodation program scope of activities.
- 3 Ensures that accommodation resources and realty facilities are maintained and operated in accordance with departmental standards, that they meet achievable energy conservation criteria, and that programs are in hand to adapt accommodation resources as easily as possible to changing requirements for future use and increasing needs for reduced energy consumption.

- 4 Ensures that short range training programs are carried out within the Region to maintain the skills of staff and that forecasts and planning information is forwarded and recommended to permit long range development of departmental and governmental human resource planning, development and recruitment.
- 5 Directs the investigation of problem areas related to budget and finance, accommodations and operations and retail activities, formulates and assesses recommended solutions and approves or recommends their implementation.

EVALUATION RATIONALE

Regional Manager, Property Administration

KNOW-HOW

- F Extensive knowledge of management policies and practices for all realty assets (including land and buildings, Crown-owned and leased, and their facilities and equipment) within the Atlantic Region; lengthy experience in real estate management; sound knowledge of Crown realty assets and their use within region.
- III Operational management and maintenance of all Crown administered premises, land and support services within region; conceptual management of realty resources through formulation of policies and procedures with regard to regional plans and implementation of commercial and retail activities.
- 3 Successful achievement of objectives requires the incumbent to provide leadership, motivation, and guidance to seven functional specialists who in turn are responsible for 700 staff; frequent and regular contacts with senior departmental personnel of client departments, with corporate property enterprises, individual landlords, private contractors and property developers.
- 528 Middle number is consistent with the requirement for specialized techniques and competence within a narrowly focused area of activity.

PROBLEM-SOLVING/THINKING

- E Thinking within clearly defined programs and policies on realty management and administration; participates in, coordinates and integrates long and short-term planning of accommodation programs and activities.
- 4 Position requires analysis, interpretation and evaluation in identification and resolution of problems arising in application of contracts with corporate property owners and in leases with federal government departments.
- (43) Lower percentage recognizes the program and service complexities and the clearly defined nature of policies.

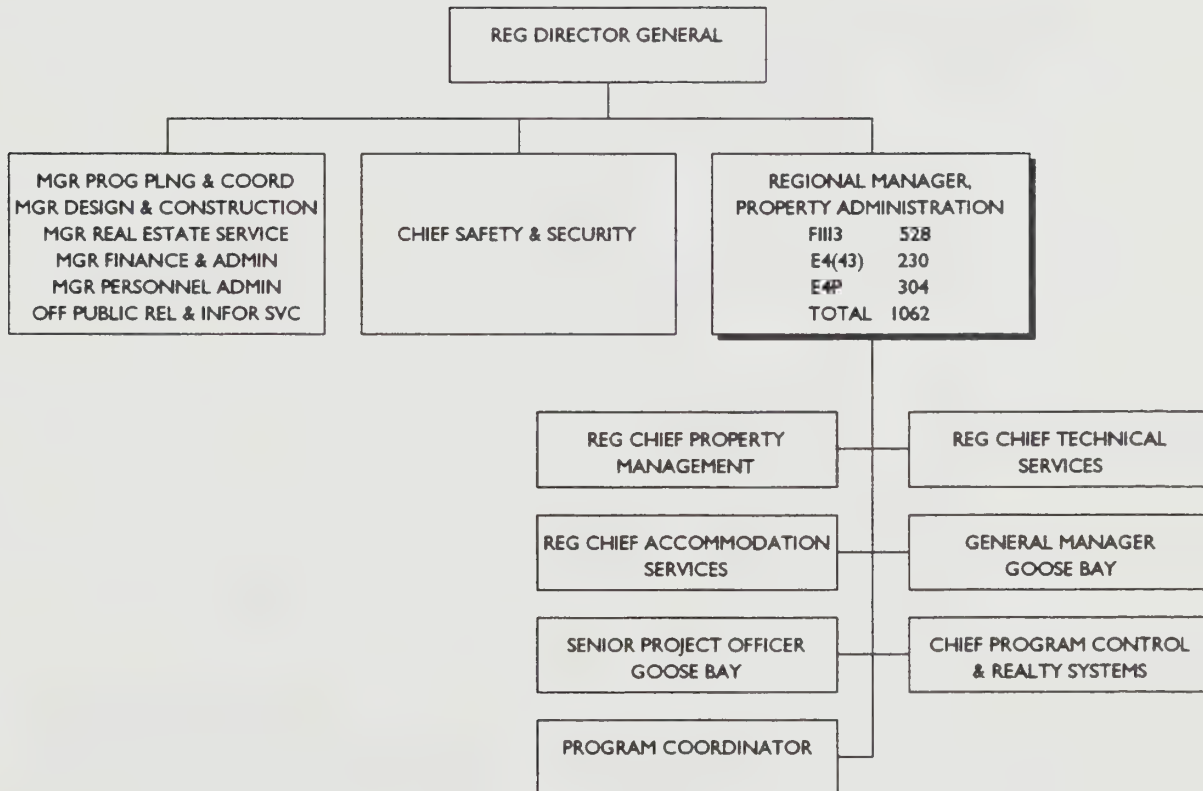
ACCOUNTABILITY/DECISION MAKING

- E Subject to departmental practice and procedure in realty management; reporting to Director General but with heavy responsibility for day-to-day operation of program.
- 4P The position has a primary impact on Directorate activities. The proxy selected to represent these activities is an operating budget of \$10.9 million (Constant).
- 304 Lowest number reflects size of budget within dollar scale and significant degree of direction for efficient operation of program.

SUMMARY

FIII3	528	E4(43)	230	E4P	304	1062	A2
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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: KK-5-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: L-10-A

POSITION TITLE: Deputy Secretary to the Cabinet, Intergovernmental Affairs

GENERAL ACCOUNTABILITY

Is accountable for ensuring that federal-provincial considerations are brought to bear in a consistent and effective fashion across all policy envelopes or sectors at the departmental, policy committee and Cabinet levels.

ORGANIZATION STRUCTURE

This is one of three positions at the first level reporting to the Secretary to the Cabinet for Federal-Provincial Relations. The other two are the Deputy Secretary for Constitutional Development and an Executive Assistant.

Specific functions of the three positions reporting to the Deputy Secretary for Intergovernmental Affairs are:

Assistant Secretary, Economic Policy and Programs Secretariat (Staff of 9) is responsible for providing advice and developing plans for management of federal-provincial relations in the economic sector.

Assistant Secretary, Social Policy and Programs Secretariat (Staff of 8) is responsible for providing advice and developing plans for management of federal-provincial relations in the social sector.

Assistant Secretary, Liaison and Integration (Staff of 11) is responsible for proactive intelligence gathering about provincial priorities and intentions and for the overall coordination and planning for meetings and conferences such as the annual First Ministers' Conferences on the economy and constitution.

NATURE AND SCOPE

The Office is central to three major dimensions of government activity. As a central agency reporting directly to the Prime Minister, it is responsible for providing advice to the core of the federal decision-making process on the management of the federation. It is also a focal point for contacts from provincial governments, including both central agencies and program departments. In this respect, it serves as a bridge between central agencies of the two orders of government. As well, and as a direct result of these two dimensions, the Office maintains an extensive set of relationships with federal program departments, sharing information on specific federal-provincial issues and advising program departments with respect to approaches to the provinces on major issues.

Within this environment, the Deputy Secretary provides leadership on the management of current federal-provincial issues of a non-constitutional nature, involving specific economic and social, national, regional and provincial policy and program questions. The incumbent works closely with the Secretary and the Deputy Secretary, Constitutional Development; together, these three officers constitute the top-most management unit within the Office.

The Deputy Secretary is responsible for determining which of the many transactional issues identified by the Office merit the priority attention of the Division, to ensure that the Secretary receives timely information and advice on key issues. This requires an extensive knowledge of the government's priorities to ensure that the Office remains relevant and useful to the central decision-making systems of the government.

The Deputy Secretary is responsible for ensuring that the Office participates in central decision-making processes in a manner consistent with the broad policy guidelines set by the Secretary. Similarly, the incumbent is responsible for setting the broad parameters within which consultations are conducted with senior provincial officials, to ensure that the Office's broad provincial liaison objectives are met. In particular, the Deputy Secretary's management of the Division recognizes that the Office plays a strong policy advisory, as opposed to regulatory, role in the conduct of federal-provincial relations; that the organization is not resourced to brief on all issues and thus must be highly selective in its interventions; and that the Office's value-added contribution to the decision-making process rests on three strengths, namely, superior strategic and negotiating skills, a broad based constitutional expertise, and the ability to provide superior intelligence on and analysis of provincial government priorities and intentions.

As chief operating officer on all non-constitutional issues, the Deputy Secretary is responsible for ensuring that integrated intelligence and information systems are developed to monitor all key provincial developments, federal-provincial consultations, and policy and program development activities within the federal government itself. The Deputy Secretary serves as chief strategist in formulating and developing proactive strategies to solve particular bilateral or multilateral disputes, contain issues from negatively influencing the federal-provincial relations environment, and support specific federal objectives with respect to one or more provinces. These duties and responsibilities are shaped by the annual cycle of federal-provincial consultations and the growing importance of the annual First Ministers' Conference (FMC), on the economy. This has become a major influence on all ministerial-level consultations throughout the course of the calendar year, as Ministers either consult on issues likely to become future FMC agenda items, or follow up on assignments received from earlier FMCs.

The incumbent ensures that the division establishes and maintains a year-round planning and monitoring process with respect to key provincial and interprovincial developments and relevant activities of federal program departments, and ensures effective federal follow-up to all federal-provincial ministerial reports requested by First Ministers.

In planning for specific FMCs, the incumbent negotiates the agenda with the provinces and develops a federal strategy which supports the government's economic and social development objectives and reflects its key fiscal and federal-provincial priorities. The incumbent ensures effective mobilization of federal departments across the economic and social policy envelopes for the effective and integrated execution of federal strategy both prior to and during the FMC itself. The incumbent must ensure effective issue management across all non-constitutional sectors of government policy and across all provinces and regions.

The incumbent is one of the Office's three most senior advisors on conflict management in federal-provincial relations. The incumbent must develop and advance credible and effective action scenarios to protect or advance federal policy positions and the leadership role of the federal government in federal-provincial relations and national affairs.

Underlying this high level of issue management is the necessity to establish and maintain a surprise-free environment with respect to both federal policy and provincial priorities and intentions. To meet this challenge, the incumbent must at times assume a proactive role in consultations with senior provincial officials. These officials must be aware of and understand the legitimate concerns and objectives of the federal government with respect to regions and provinces. At the same time, senior provincial officials must be able to turn to the Deputy Secretary as an honest broker or interlocutor, capable of ensuring that provincial perspectives are not ignored in federal deliberations. In a similar fashion, the Deputy Secretary is expected to develop and maintain effective working relations with senior federal officials, to ensure that the Office's strategic perspective is informed with respect to current and emerging trends in federal policy development.

DIMENSIONS (Constant Dollars)

Person-Years:

Department	579
Division	30

Salary, operating and maintenance budget:	\$376,923
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Federal expenditures across the economic, social fiscal transfer and government procurement envelopes:	\$20 Bil
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SPECIFIC ACCOUNTABILITIES

- 1 Provides leadership in management of current federal-provincial relations by serving as senior advisor to the Secretary on all non-constitutional issues and by recommending courses of action, alternatives and priorities with special emphasis on the development of negotiating strategies and related communications plans.
- 2 Develops and proposes strategies for government-wide management of non-constitutional issues with provinces to achieve mutual understanding, harmonious relations and an effective framework for negotiation and management of specific economic and social matters.
- 3 Develops and maintains an integrated intelligence and information system to ensure timely and accurate assessment of federal priorities and options in relation to provincial issues and concerns.

- 4 Ensures development of mutually supportive working relationships with program departments, such that federal-provincial considerations are effectively brought to bear on policy development issues.
- 5 Provides overall planning for, and management of, First Ministers' Conferences (FMCs) on the economy by managing a year-round planning process with emphasis on communications, ongoing consultations, and mobilization and coordination of relevant federal program departments.
- 6 Ensures effective issue management of all non-constitutional issues through consultations with provincial governments to stimulate two-way flow of information.

EVALUATION RATIONALE

Deputy Secretary to the Cabinet, Intergovernmental Affairs

KNOW-HOW

- G Mastery of the structures and processes of government in Canada and of the organizational and procedural aspects of Cabinet and provincial governments. Extensive knowledge required of economic, social and non-constitutional issues affecting the management of the federation.
- IV Develops integrated provincial intelligence and information system to assess provincial priorities and options and develops strategies for attainment of federal priorities and to encourage harmonious relations.
- 3 Successful achievement of objectives requires directing staff and creating a positive federal provincial communications environment for negotiating strategies and planning.
- .1056 Highest number reflects a tendency to the comprehensive managerial know-how, as management extends across the federal-provincial arena.

PROBLEM-SOLVING/THINKING

- G Thinking within general policies to develop initiatives and the management processes which will lead to solutions to social, economic, and other non-constitutional issues.
- 4 The achievement of results involves the evaluation of complex and diversified situations. The identification of priorities, the development of policy and advice on implementation strategies require analytical and constructive thinking.
- (66) Highest percentage reflects a tendency to the uncharted thinking challenge because negotiations involve highly unpredictable issues.

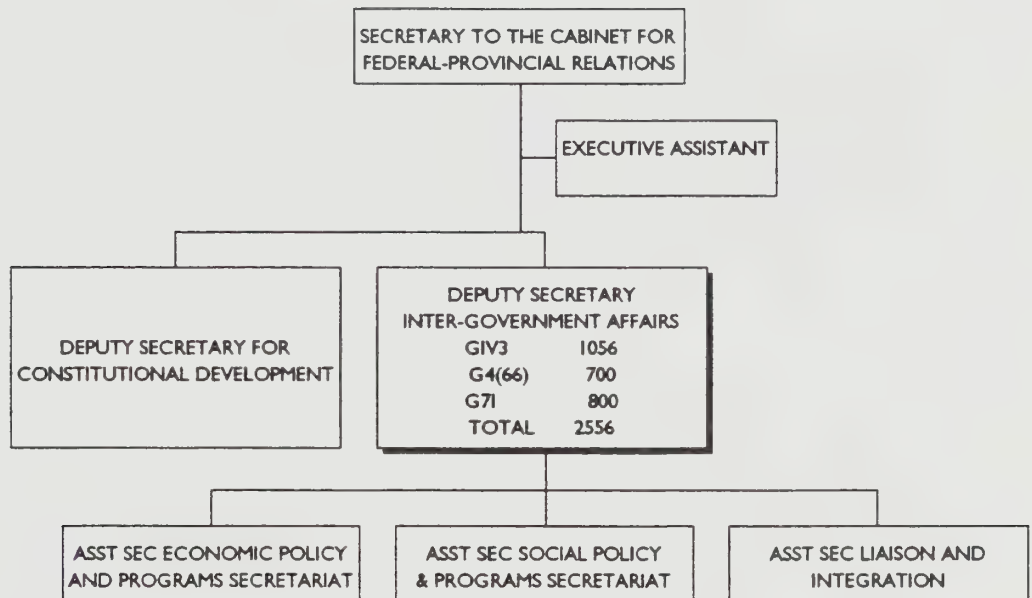
ACCOUNTABILITY/DECISION MAKING

- G Reporting to the Secretary to the Cabinet for Federal-Provincial Relations, is accountable for advising the Prime Minister and Minister of State for Federal Provincial Relations.
- 7I The position has an indirect impact on economic, social, fiscal transfer and government procurement activities. The proxy selected to represent these activities is a budget of program expenditures of approximately 20 Bil (Constant).
- 800 Middle number reflects the leadership exercised by the position in the management of federal-provincial relationships.

SUMMARY

GIV3 1056	G4(66) 700	G7I 800	2556	A1
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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: L-10-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: L-8-A

POSITION TITLE: Assistant Deputy Minister, Intergovernmental and International Affairs

GENERAL ACCOUNTABILITY

Is accountable for the co-ordination, monitoring and initiation of departmental policies and strategies on international and federal/ provincial/territorial issues in the health, social security and social affairs fields, where those issues affect more than one branch or require interdepartmental co-ordination.

ORGANIZATION STRUCTURE

This is one of 18 positions at the first level reporting to the Deputy Minister. The others are: Assistant Deputy Ministers, Medical Services; Health Protection; Income Security Programs; Social Service Programs; Health Services and Promotion; Corporate Management; Policy, Planning and Information; Principal Nursing Officer; Director, National Council of Welfare; Director, National Advisory Council on Aging; Senior Advisor, Policy Development; Director, Internal Audit; Director General, Personnel Administration; Director General, Public Affairs; Senior Advisor, Status of Women; Principal Executive Officer and Executive Officer.

Specific functions of the three operational positions reporting to the Assistant Deputy Minister are:

Directors of Health Affairs (staff of 6) and Social Affairs (staff of 5) develop and promote overall strategy for the enhancement of the Canadian position on health and social affairs issues in respect of international non-governmental and intergovernmental bodies and relations with other foreign countries including bilateral agreements/protocols and understandings. The Directors develop and maintain an overview of federal/provincial/territorial relations in order to provide advice to Management on the impact of federal activities/initiatives on the provinces and of provincial action on the Department's policies and programs.

Director of International Information and Planning (staff of 5) plans, implements and maintains the flow of program information in the health and health related services and social affairs both to and from international sources and provides such information to a clientele throughout Canada.

Chief, Management Practices (staff of 3) designs and develops strategic, operational and work planning systems; oversees the administration of Branch operations; directs the activities related to the operation of study tours for foreign delegations and the World Health Organization/Pan American Health Organization (WHO/PAHO) fellowship and United Nations (UN) fellowship programs; and carries the lead role in the planning and management of departmental special events/conferences.

NATURE AND SCOPE

The essential nature of the programs of the Department necessitates a significant amount of liaison with the provinces, as well as intergovernmental and non-governmental organizations, at national and international levels. In this regard, departmental interests comprise shared cost programs with the provinces in respect to welfare services, and block funding in respect to the provision of health services and international social security agreements. The latter factor, coupled with the emergence of vital issues in the health and welfare fields having significant international ramifications, has necessitated the establishment of a focal point for the internal and external relations of the Department which is provided by the Intergovernmental and International Affairs Branch.

The ADM is required to direct and co-ordinate a program of liaison and consultation in the health, welfare and social security fields with the provinces, other countries, and intergovernmental/non-governmental international organizations. The ADM does not "control" the operational relationships that Branches must have both internally and externally and is not a filter through which all relationships must pass; he/she develops a global departmental approach to liaison and consultation and ensures consistency in departmental approaches and co-ordination of policy thrusts. Of particular importance is the provision of advice to the Minister and the Deputy Minister on federal/provincial/territorial and foreign issues and relationships affecting Canadian and departmental initiatives and programs. Advice is provided to the Deputy Minister on the development of an overall strategy for the conduct of federal/provincial/territorial and international relations in the health and social welfare fields.

The ADM is expected to establish objectives, policies and priorities for, and plan and direct the development of mechanisms of intergovernmental liaison aimed at securing timely, responsive and co-operative relationships amongst the various jurisdictional elements within the national system of health care, social security and welfare services as well as international co-operative and assistance programs in these fields. In this regard, there is a need to assess the feasibility of alternative consultative mechanisms and networks and to evaluate such factors as the effective degree of authoritative participation, and political, executive and administrative contribution required, and the special status of particular jurisdictional elements.

This position is charged with the responsibility for protecting Canadian and departmental interests through co-ordination of intra- and interdepartmental positions and actions in the health and social welfare fields. The incumbent co-ordinates the development of Canadian positions on health and welfare issues for presentation in intergovernmental bodies such as UN specialized agencies, OECD, Commonwealth and nongovernmental bodies.

The incumbent represents Canada and the Department in international, intergovernmental and non-governmental meetings and task groups (e.g. UNICEF, World Health Organization, Pan American Health Organization, International Council on Social Welfare, International Union of Family Organizations). As a representative on such bodies, the incumbent is responsible for co-ordinating the development and presentation of the overall Canadian strategy and position relative to vital health and social welfare issues (e.g. nutrition education). On the international scene, there is an occasional requirement to chair standing or ad hoc groups reporting to the intergovernmental or non-governmental governing body (e.g. OECD).

In some cases, other ADMs are required to lead Canadian delegations to international and intergovernmental meetings (e.g. in meetings and conferences requiring medical expertise). In such instances, the incumbent provides specialized advice to the appropriate ADM respecting the feasibility of the Canadian position. In addition, the incumbent maintains liaison with senior officials of other federal departments, particularly the central agencies to ensure that the federal position is consistently represented and that departmental interests are properly reflected in areas such as constitutional discussions and discussions of reductions in transfer payments to the provinces. Discussions with senior officials of the Department of External Affairs relate to the political implications of departmental positions in the international field.

This position is assigned the prime responsibility for the negotiation, development and maintenance of bilateral agreements with foreign countries in the health and social affairs fields. In the course of negotiations, the incumbent is expected to reach consensus on the relevant program considerations and administrative costs of such agreements, keeping in mind implications such an agreement may have on federal/provincial/territorial governments and Canadian non-governmental organizations.

The incumbent provides support to senior officials of line branches and provincial/territorial health and social affairs departments which so wish, in accessing international and intergovernmental fora in all matters within their jurisdiction. Such support is intended to promote an understanding of policy thrusts and program innovations in other countries for policy formulation and program planning in Canada.

The ADM develops a corporate overview and advises on the federal/ provincial/territorial advisory committee systems which report to the Deputy Ministers of Health and Social Affairs. The incumbent directs the provision of secretarial and logistical support for federal/ provincial/territorial Conferences of Ministers and Deputy Ministers of Health and Social Affairs. The incumbent contributes to the development of the federal strategy for such meetings and liaises with provinces on the agenda for, and the timing of such meetings.

DIMENSIONS (Constant Dollars)

Person-Years:

Department	8895
Subordinate	22

Salary, operating and maintenance budget	\$296,277
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Departmental and Canadian contributions provided to provincial/territorial and international (governmental and non-governmental) organizations:	\$1.7 Bil
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SPECIFIC ACCOUNTABILITIES

- 1 Promotes awareness of the context within which departmental objectives in the intergovernmental and non-governmental fields (internationally and nationally) are to be pursued, through the provision of advice to the Minister, Deputy Minister and other senior departmental officials.
- 2 Facilitates and expedites the implementation of departmental policy thrusts and program objectives in the conduct of intergovernmental liaison and consultation by co-ordinating intra- and interdepartmental and at times intergovernmental positions and actions.
- 3 Promotes a better understanding of prevailing policy thrusts and program innovations in other countries for policy formulation and program planning within Canada by supporting line branches and provincial/territorial health and social affairs departments in accessing international and intergovernmental fora in all matters within their jurisdiction.
- 4 Achieves the affirmation of the departmental and Canadian presence in the international health and welfare fields by the development and co-ordination of viable Canadian positions on vital health and welfare issues.
- 5 Ensures equitable Canadian benefits in the negotiation and administration of international bilateral agreements.

EVALUATION RATIONALE

ADM, Intergovernmental and International Affairs

KNOW-HOW

- G Mastery of the programs of the Department and a substantive knowledge of factors affecting agreements with foreign and provincial governments, and of policies affecting the development of intergovernmental and international relations of the Department.
- III This position is required to negotiate bilateral agreements with foreign countries and to undertake coordination and liaison with provincial governments on a departmental basis.
- 3 The advisory and liaison roles inherent in this position and membership in international committees are critical to the achievement of objectives.
- 800 Highest number reflects a tendency towards a broad managerial know-how, because coordination is at the policy level, is department-wide and is critical to the achievement of end-results of the Department.

PROBLEM-SOLVING/THINKING

- G Determines departmental policies and guidelines relating to intergovernmental and international agreements, coordinates liaison between the department and provincial and foreign governments, and provides senior advice on the department's relations with provincial and foreign governments. The performance of these functions requires thinking within general goals, and operating under broad guidance from the Deputy Minister.
- 4 The work requires constructive and innovative thinking to develop alternative courses of action with limited guidance.
- (66) Higher percentage indicates that the position is required to consolidate policy elements from program ADMs in the development of departmental negotiating positions.

ACCOUNTABILITY/DECISION MAKING

- G The position reports to the Deputy Minister and is subject to only broad guidance. The coordination of federal/provincial relations in a department which spends approximately 25% of the federal budget in areas which have a high degree of provincial involvement is complex and has a high degree of effect on departmental results.
- 6I The position has an indirect impact of departmental program activities. The proxy selected to represent these activities is money paid to the provinces of \$1.7 billion (Constant).
- 528 Lower number reflects size of budget impacted and the latitude of the position to negotiate on behalf of the Department once the negotiating mandate has been struck.

SUMMARY

GIII3 800

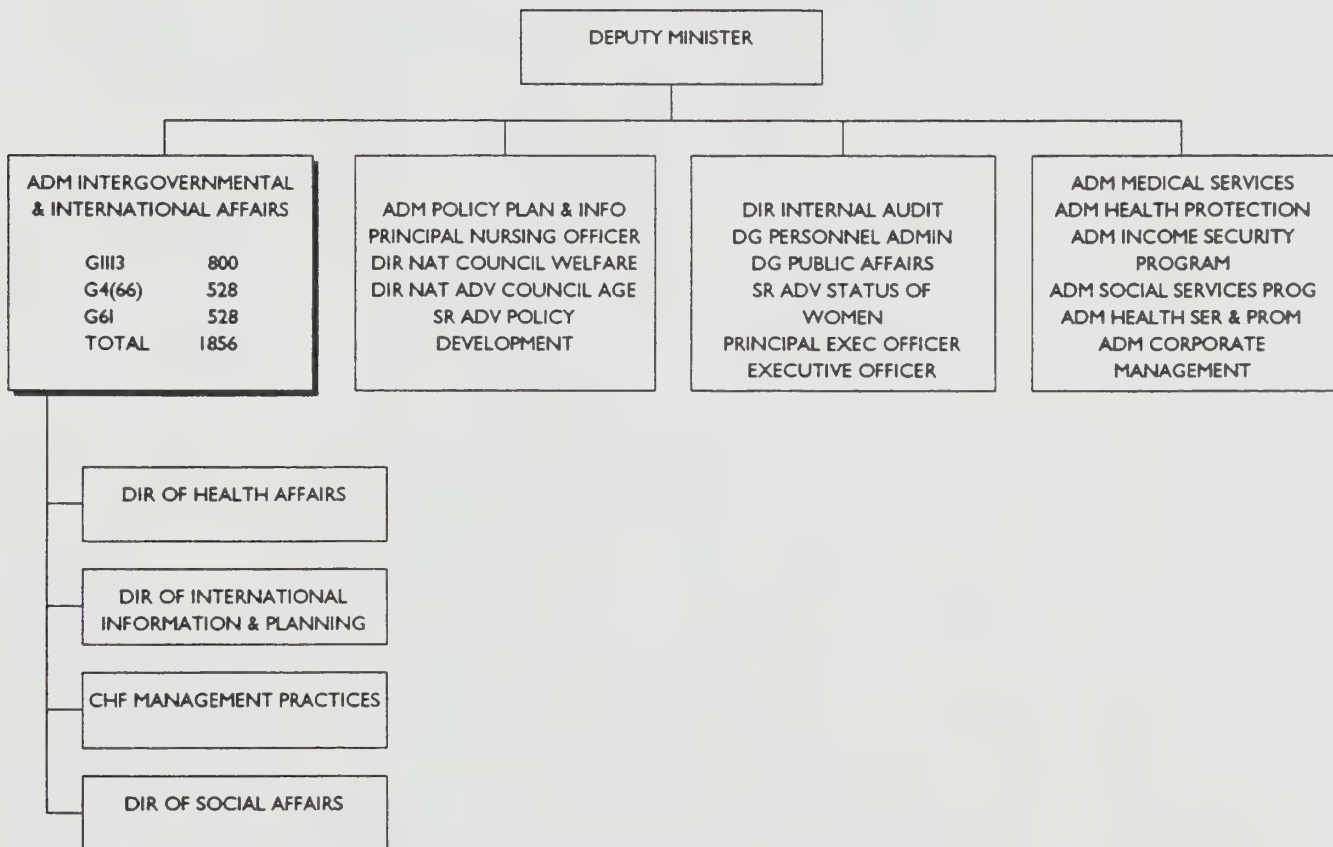
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G6I 528

1856

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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: L-8-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: L-6-A

POSITION TITLE: Director General, Federal-Provincial Relations

GENERAL ACCOUNTABILITY

Is accountable for the development of policies, strategies and tactics relating to the means by which the interests of the federal government can be advanced in communications and culture through information exchange, coordination, consultation and/or negotiation with provinces respecting the development and administration of the communications and cultural agreements, policies, and programs of government; management of the Secretariat and coordination of departmental involvement in the Economic and Regional Development Agreement (ERDA) process and a lead role on selected substantive projects with a federal-provincial aspect.

ORGANIZATION STRUCTURE

This is one of eight positions at the second level reporting to the Assistant Deputy Minister, Corporate Policy. The others are the Director General, Strategy and Plans; Director General, International Relations; Director General, Information Services; Director, Legal Services; Director, Sector Planning and Coordinator; Director, Program Evaluation and Director, Internal Audit.

Specific functions of the five positions reporting to the Director General, are:

Director, Federal-Provincial Relations - Culture (Staff of 6) is responsible for ensuring a coherent and effective role for the Department in federal-provincial cultural policy development and negotiations by providing a focal point for liaison and the generation of policy and ensuring that the role as put forth by the Department for involvement in the regulation of cultural policy is in harmony with provincial needs and interests and in the best interests of the general public.

Director, Federal-Provincial Relations - Communications (Staff of 6) is responsible for ensuring a coherent and effective role for the Department in federal-provincial communications policy development and negotiations by providing a focal point for liaison and the generation of policy and ensuring that the proposed departmental role is in harmony with provincial needs and interests and in the best interests of the general public.

Conference Secretariat (Staff of 2) is responsible for providing secretariat services in the coordination and management of federal-provincial meetings and negotiations on culture and communications, and ensuring that Treasury Board proposals and Cabinet documents are properly prepared and submitted.

Special Project Officer (Staff of 1) is responsible for the planning, advice, management and coordination of the federal-provincial involvement in federal provincial projects, (e.g. Cité international du cinéma and compact disc development); negotiations with the private sector concerning shared funding and other developmental responsibilities and liaison and coordination with Treasury Board and federal cultural agencies.

Word Processing Unit (Staff of 3) is responsible for providing word processing services.

NATURE AND SCOPE

The Canadian telecommunications and cultural industries are complex and are directly affected by rapidly changing technologies (satellites, fibre optics, videotext) and their applications. Canada is a world leader in the telecommunications field and its advances have relatively few precedents on which fundamental policy decisions can be based. Canada's very particular cultural needs are of continuing importance to both levels of government, the cultural industries and to Canadians generally.

The Department fosters cultural development within Canada through the cultural industries and agencies, funding and other initiatives while urging the orderly development and growth of communications technology for Canada. The Department takes an active role in formulating policies on questions such as the availability of basic communications services to all Canadians at just and reasonable rates, the development and maintenance of national links for social, economic, industrial and cultural development and harmonizing federal and provincial objectives and activities in the field.

Complicating factors relate to the complex mixed jurisdictional arrangements in communications that exist in Canada, the existence of a prominent and independent regulatory agency, the often conflicting interests of the carriers, cable operators and broadcasters and key international developments and negotiations.

There is very active and substantial interest on the part of provincial governments in communications and cultural industries and issues which require complex consultations and negotiations. In this context, the Director General is charged with the responsibility of planning, developing and implementing collaborative mechanisms that will result in general agreement on the principles of policy and regulations between the provinces and the Department as a basis from which specific issues can be discussed and agreements reached.

Major policy issues are evaluated and strategies are prepared and/or signed off by the Director General for all major Departmental policies respecting communications and culture and responses to Provincial Ministers on key areas of concern or conflict.

The Director General decides on the direction of the Department's approach or recommends the direction that should be followed. Situations require a careful step-by-step approach in the identification of issues and the planning of alternative positions to successfully resolve apparent differences between the federal and provincial jurisdictions.

Challenges concern the variety of subject matters and functions covered, and the geographic applicability. There is interaction at all levels on major issues that can be either one time initiatives or can develop into extended long term negotiations. The goal is to foster collaborative effort in the resolution of differences; the challenge is to develop the mechanisms

which will get the key parties involved in the discussion of and resolution of issues. The proposals put forth by the Director General must promote the achievement of national objectives.

Decisions and recommendations concern the collaborative mechanisms to be put in place so that, as appropriate, all governments concerned have the opportunity to consider and comment on proposed policies, plans, regulations and standards prior to their implementation. The Director General advises the Minister, the DM, and the ADMs on possible solutions to conflicts between the federal and provincial governments and these recommendations can have an impact on the broadcasting, cable, telecommunications and cultural industries. As well, the Director General makes recommendations respecting ministerial meetings and conferences and directs overall preparation for any meetings agreed to including the establishment of the agenda, analyses of issues and the development of objectives, options, and approaches to achieving established objectives.

The Director General chairs or oversees departmental involvement in a variety of specific issue-oriented federal-provincial committees, is a member of Atlantic, Quebec, Central and Pacific Federal-Provincial consultative committees on communications and a key adviser and participant in multilateral, regional and bilateral federal-provincial committees dealing with cultural matters. Provincial participation at these meetings ranges from the Deputy Minister to the senior officials level.

The Director General is responsible for the management and coordination of Departmental involvement in the Economic and Regional Development Agreement Process.

DIMENSIONS (Constant Dollars)

Departmental Person-Years	2,500
Branch Person-Years	20
Salary, operating and maintenance budget	\$252,795
Manitoba ERDA -	\$5.6 Mil
Quebec ERDA Culture	\$10.8 Mil
Quebec ERDA Communications	\$10.8 Mil

SPECIFIC ACCOUNTABILITIES

- 1 Ensures the effective representation of departmental federal communications and cultural interests at an ever increasing number of meetings at the ADM, DM, or Ministerial level with provincial governments.
- 2 Develops policies, strategies and tactics relating to the means by which federal objectives and interests in Canadian cultural activities and the development and regulation of Canadian communications systems and services might be advanced.
- 3 Promotes the effective implementation of governmental and departmental federal-provincial relations policies.

- 4 Manages departmental involvement in the Economic and Regional Development process including project management of Sub-Agreements on communications and cultural enterprises.
- 5 Directs the approach to and assesses priorities respecting selected substantive policies, programs or projects which cut across the responsibilities of a number of branches within the policy sector or a number of sectors within the Department to ensure compatibility and to integrate diverse proposals into a coherent policy package.

EVALUATION RATIONALE

Director General, Federal-Provincial Relations

KNOW-HOW

- G Mastery of economic, jurisdictional, cultural and technical aspects of communications and of such wide ranging technical fields as economic effects of regulations, technical characteristics of space systems and security of pay T.V. hardware; full understanding of provincial positions concerning policies and programs.
- III Conceptual management in the development of strategies and tactics relating to the means by which federal and provincial activities and issues respecting Canadian communications systems and services might be better advanced.
- 3 Successful achievement of objectives requires the incumbent to carry out the representational role of heading up delegations in meetings with provinces, briefing the Minister and Deputy Minister of the Department and other departments on emerging and exceptional issues.
- 608 Low number reflects a comprehensive knowledge in wide range of telecommunications and cultural fields, however, more indepth technical knowledge is drawn from elsewhere in departments.

PROBLEM-SOLVING/THINKING

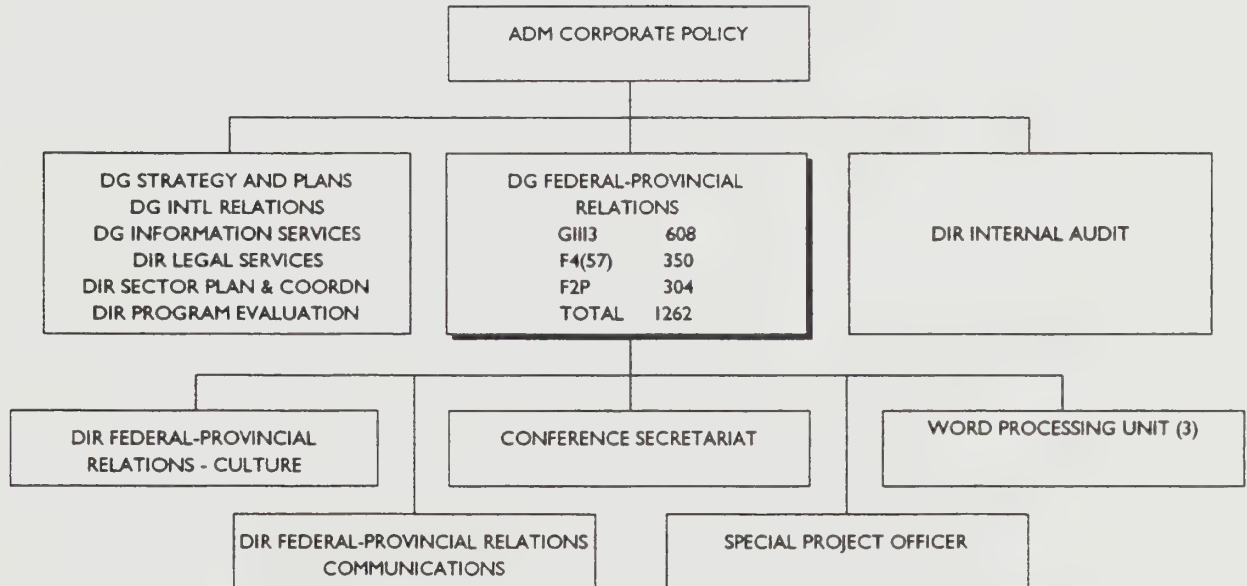
- F Thinking within broad policies and objectives in evaluating federal policies and programs development against provincial positions. Plans, develops, implements and ensures compatibility and consistency in integrating diverse positions and proposals into a coherent package; makes recommendations which require cautious resolution between federal and provincial jurisdictions.
- 4 Analytic and constructive thinking is required to assess priorities, plan, develop and implement collaborative mechanisms that will result in general agreement on the principals of policy and regulations between the provinces and the Department as a basis from which specific issues can be discussed and agreements reached.
- (57) Higher percentage indicates a strong F. Position works within general frame of reference to achieve organization's objectives but in the content of federal-provincial negotiations, is often faced with situations which are unstructured.

ACCOUNTABILITY

- F Reporting to the Assistant Deputy Minister, Corporate Policy, receives general direction in fostering cultural development within Canada as a world leader in telecommunications and advancing federal provincial objectives and activities in the field of telecommunications and culture.
- 2P The position has a primary impact on the activities of Division. The proxy selected to represent these activities is an annual budget of \$252,795 Mil (Constant).
- 304 Middle number indicates that initiatives recommended by the position, are central to the strategies and plans developed for the achievement of the Department's mandate.

SUMMARY

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: L-6-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: L-6-B

POSITION TITLE: Senior Advisor, Social Policy and Programs

GENERAL ACCOUNTABILITY

Is accountable for shaping the Office's assessment of federal-provincial social issues and the provincial and regional social environments.

ORGANIZATION STRUCTURE

This is one of three positions at the third level reporting to the Assistant Secretary, Social Policy and Programs. The others are two Policy Advisors.

While there are no positions reporting directly to the Senior Advisor, the position serves as team leader for special projects and major studies, works in a matrix management and, on an as-needed basis, serves as the second-in-command of the Secretariat.

NATURE AND SCOPE

The Office is situated at the centre of three major dimensions of government activity. As a Central Agency reporting directly to the Prime Minister, it is responsible for providing advice to the core of the federal decision making process on the management of the federation. It is a focal point for contact with provincial central agencies and program departments, and so serves as a bridge between the two orders of central agencies. As a direct result, the Office maintains an extensive set of relationships with federal program departments, sharing information on specific federal-provincial relations issues and advising program departments with respect to approaches to the provinces on major issues.

Within the social envelope, the Senior Advisor advises on approaches to provinces on specific federal-provincial issues and maintains similar relationships with senior provincial officials representing social policy departments or agencies. The incumbent often serves as senior representative in federal delegations to federal-provincial conferences within the social sector (e.g., a federal-provincial conference of health care ministers) and works closely with counterparts from Finance, Treasury Board and Privy Council Office.

The Senior Advisor supervises the preparation of briefing materials on the federal-provincial dimensions of social issues for senior decision-makers to ensure that sensitive and controversial issues are identified, and to provide strategic alternatives for their effective management. In support of this activity, the incumbent ensures that proposals from departments within the social envelope are analyzed and evaluated in the broader perspective of federal-provincial relations, and, in particular, strategic perspectives with respect to the federal government's objectives for the social development of each region and province.

The incumbent reviews provincial activities in social development and fiscal policies. These monitoring, information and intelligence gathering activities involve the development of social data systems, the development and establishment of effective working relationships with representatives of provincial social development departments, and close operational links with other secretariats within the Office.

In addition, the Senior Advisor takes over -- on an as-needed basis -- either the day-to-day management of all activities of the Secretariat, or the management of special projects involving some or all of its officers. These functions take on particular significance during periods when the Assistant Secretary is absent or unavailable, and during preparations for Annual First Ministers' Conferences (FMC).

The Senior Advisor often represents the Office, for example, in federal delegations to federal-provincial conferences (e.g. Health and Welfare or Environment Ministers), and in interdepartmental meetings.

Federal-provincial relations in the Canadian political system have become increasingly important, given the broad area of legislative authority of the provinces and their significant share of both economic power and public sector revenues, the unprecedented federal-provincial consultations supporting the Free Trade Agreement and the negotiation of the Meech Lake Accord. The Office must ensure that federal-provincial considerations are brought to bear on federal decision-making processes at the levels of policy development in departments, ad hoc or standing committees of senior officials and Cabinet Committees, and in the deliberations of the Prime Minister and Priorities and Planning (P&P). The Office ensures the creation of a positive federal-provincial communications environment which encourages cooperation wherever possible and reduces the possibility of federal-provincial conflict stemming from missed signals, failure to solve minor irritants, etc.

The incumbent ensures that federal-provincial considerations, often cutting across departments and regions, can be brought to bear in the development of federal social policy initiatives. This means ensuring a high quality of analysis, so that federal-provincial concerns can be argued effectively in a highly competitive policy environment where departmental policy concerns and governmental-wide fiscal imperatives often leave little room for manoeuvre.

There has been a significant increase in federal-provincial consultations at the Ministerial level, placing new pressures on the incumbent in terms of advising social program departments on effective approaches to provinces. The incumbent is often called upon to represent the Office in consultations with provinces led by program departments in the social policy envelope, or to take over the operations of the secretariat while the Assistant Secretary is performing these same advisory or representational duties.

The position is frequently a "team leader" because of the convergence of major issues (e.g., federal-provincial consultations on a national child care system) and developments (e.g., the institutionalization of the annual FMC on the economy and the inclusion on a regular basis of social policy issues on the FMC agenda). The Senior Advisor must ensure that conference preparations and major analytic or strategic exercises remain on track in an environment where the Assistant Secretary is often not available to give detailed guidance.

The incumbent must be capable of operating effectively in an environment of senior federal and provincial officials, and, more importantly, must be capable of demonstrating leadership as second-in-command of the Secretariat. This includes the exercise of policy judgement, the capacity to plan, organize, direct and control operations, and the ability to motivate officers and support staff in support of the objectives set by the Assistant Secretary or other members of the senior management team.

DIMENSIONS

The incumbent provides advice and recommendations on the federal-provincial relations dimensions of issues affecting all departments in the social development envelope, amounting to some \$4.8 Billion (Constant). It contains government programs directed at responding to the social, cultural, environmental and law enforcement concerns of Canadians.

SPECIFIC ACCOUNTABILITIES

- 1 Contributes to the development of an overall federal-provincial relations strategy by coordinating the assessment of provincial and regional social policy, trends and provincial government social priorities and intentions.
- 2 Coordinates the development and maintenance of various information systems that provide timely and accurate reports on all provincial and regional social developments relevant to the management of federal-provincial relations.
- 3 Provides advice on proposed federal social initiatives or courses of action and feasible alternative approaches (including an emphasis on likely provincial responses to planned federal initiatives).
- 4 Initiates and maintains effective contacts with senior officials in provincial social departments in order to encourage federal-provincial cooperation and support effective federal-provincial consultations and planning for major multilateral federal-provincial meetings, including the annual FMC on the economy.
- 5 Maintains a year-round planning perspective on the annual FMC on the economy through liaison with key federal officials, and provides leadership, as requested, on the social aspects of preparations for the annual FMC on the economy.
- 6 Provides leadership on the day-to-day activities of the Secretariat, in the absence or unavailability of the Assistant Secretary.

EVALUATION RATIONALE

Senior Advisor, Social Policy and Programs

KNOW-HOW

- F Extensive specialized knowledge of structures and processes of government in Canada and of the organizational and behavioral aspects of Cabinet and provincial government operations. Specialized knowledge is required of government social policies and goals.
- III Coordination of a wide variety of policy aspects of all social programs (e.g. education, health care, official languages, etc.).
- 3 Successful achievement of objectives requires the incumbent to provide leadership to project teams.
- 608 Highest number represents a tendency towards the specialized mastery in breadth of knowledge required of to effectively advise on social policy issues.

PROBLEM-SOLVING/THINKING

- F Thinking within policies, principles and goals defined in general terms, to identify and analyze social policy proposals and develop alternative timing scenarios.
- 4 Analytic and evaluative thinking required to assess and provide critical comment on provincial, departmental, and ministerial policy and program proposals.
- (50) Lower percentage is consistent with the scope of the position to provide advice within a generally defined frame-work.

ACCOUNTABILITY/DECISION MAKING

- E Reporting to the Assistant Secretary, Social Policy and Programs is accountable for analysis, evaluation and coordination of social policies and proposals; defining issues and planning courses of action.
- 61 The position has an indirect impact on social policy programs. The proxy selected to represent these programs are expenditures in the social policy envelope of \$4.8 Bil (Constant).
- 264 Middle number indicates that policy advice is provided within a framework which is defined for the position.

SUMMARY

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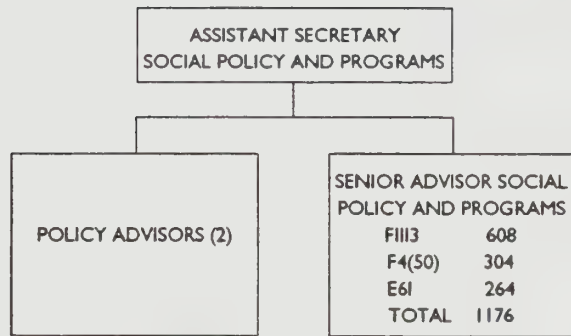
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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: L-6-B



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: L-5-A

POSITION TITLE: Director, Provincial and International Relations

GENERAL ACCOUNTABILITY

Is accountable for providing advice relating to and resolving problems concerning provincial and international tax law.

ORGANIZATION STRUCTURE

This is one of four positions at the second level reporting to the ADM Legislative and Intergovernmental Affairs. The others are the Director General, Rulings; Director General, Special Rulings; Director General, Legislative Affairs; Director General, Registration; and the Director, Technical Interpretations.

Specific functions of the six positions reporting directly to the Director are:

Senior Tax Policy Officer undertakes special projects or assignments related to federal, provincial and international tax legislation proposals or amendments, and provides technical advice on international and provincial tax provisions.

Senior Tax Policy Officer assists a major client department in interpreting provisions of the Canada Pension Plan and in the formulation of relevant policies in the process of negotiating social security agreements with other countries; liaises with the client on matters related to international social security agreements; and represents the Department in negotiating pension plan agreements with the provinces.

Tax Policy Officers (4) represent the Department in the negotiation of tax treaties; negotiate with foreign governments the settlement of double taxation cases; study and report on proposed amendments and relevant provisions of federal and provincial taxation; and advise on international and provincial tax provisions.

NATURE AND SCOPE

Legislative and Intergovernmental Affairs Branch is responsible for the administration and interpretation of various areas of tax and other related legislation. In so far as the Provincial and International Relations Division is concerned, there is a specific parallel responsibility for International and non-resident areas of the Income Tax Act, Income Tax Regulations, tax collection agreements with 9 provinces and 2 territories, Canadian tax treaties, social security agreements with foreign countries and the Public Utilities Income Tax Transfer Act. The Department also participates as a member of various world wide governmental organizations of tax administrators which impact on the responsibilities of this Division. The Director plans, organizes, directs and controls the work of technical staff who specialize in international and

provincial legislation, accounting and auditing and are involved in the functions described above.

The incumbent reviews amendments proposed by or to Central Agencies in connection with international and non-resident areas of the Act or Regulations to improve or simplify compliance, resolve problems arising from anomalies, unintended hardship consequences, and to rectify areas of evasion or avoidance.

The Director participates with Central Agency officials to ensure that the administrative requirements of the Department are met relating to the negotiation of foreign treaties entered into by Canada for the avoidance of double taxation, prevention of evasion, and for exchanges of confidential information. These treaties are negotiated with the most senior specialist administration officials of various countries, including major trading partners of Canada such as the United States of America, United Kingdom, Germany, France, and Japan. Such treaties impact on extremely large numbers of individuals, partnerships, trusts and corporations of all income ranges, and involve hundreds of millions of dollars either withheld or taxed in the source country or by the country of residence. Negotiated treaties are subject to review and ratification by Parliament and the relevant corresponding foreign governmental legislative authority. When new treaties are ratified the Division explains relevant changes to departmental employees administratively involved.

The Division is responsible for participating with other departments in drafting and negotiating agreements with senior officials of other countries which facilitate the portability of social dual coverage. The Director acts as a Competent Authority, which is a specific designation indicating responsibility for resolving certain problems that may arise dealing with individuals covered by these agreements.

The Division is also responsible for participating with Central Agencies in reviewing proposed amendments to transfer Acts to ensure that the Department's administrative responsibilities are met.

The Director discusses and resolves with Central Agency officials the approach to matters such as the federal regulations for the allocation of taxable income among the provinces and amendments to the legislation of the agreeing provinces. The Director represents the Department at meetings of the Sub-Committee on the Income Tax Allocation Formula which consists of representatives from Central Agencies and provincial revenue and finance departments.

The Director discusses with the provinces, which are not parties to Collection Agreements, the interpretation of the regulations for the allocation of taxable income and attempts to resolve conflicts involving taxpayers who may be subject to double taxation at the provincial level.

The Director reviews replies to both written and verbal enquiries from internal and external sources on interpretative matters of a technical nature relating to the taxation of international income, the application of treaty provisions, the taxation of non-resident taxpayers, and changes to the law in these areas. Such replies may impact on groups of taxpayers or on large multi-national corporations, and involve substantial tax dollars.

The Director is one of six officials of the Department designated by the Minister to act as a Competent Authority as provided for in Canadian Treaties. The Director controls the exchange of confidential information with our treaty partners and provincial governments to ensure that the law relating thereto is complied with, that information is supplied within reasonable time-frames, and to provide any other advice or assistance required.

The Director represents the Department in the activities at the Commonwealth Association of Tax Administration (CATA), the membership of which is comprised of 32 members of the Commonwealth. The purpose of the organization is to provide mutual tax assistance to developing and underdeveloped countries.

The Director coordinates international visits by officials, often at senior levels, to or from the Department for purposes of reviewing related operations, attending international conferences and seminars, by liaising with internal branches or external officials, arranging for special passports and visas for departmental officials, and arranging for necessary administrative logistical support for conferences sponsored by the Department.

The Director is the departmental contact for Canada's membership in the Organization for Economic Co-operation and Development (OECD), and the Inter-American Centre of Tax Administrators (CIAT). He/she also responds to correspondence and questionnaires emanating therefrom, usually with assistance from other Branches.

DIMENSIONS (Constant Dollars)

Person-Years:

Department	20,360
Division	8

Salary, operating and maintenance budget	\$105,200
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SPECIFIC ACCOUNTABILITIES

- 1 Ensures that all proposed treaties, social security agreements, amendments to the Act or Regulations relating to the Division's areas of responsibility are thoroughly researched and evaluated to obtain the most easily administered and most clearly worded agreements and legislation in order to achieve a high level of compliance.
- 2 Provides liaison with the provinces on the interaction of provincial and federal laws in the subject area proposed amendments to provincial laws.
- 3 Explores and discusses interpretations of the Act, regulations, treaties and social security agreements and, if possible, resolves differences of opinion by meeting with senior officials of this Department and other provincial and federal government departments.
- 4 Ensures replies to both written and verbal enquiries from internal and external sources relating to this Division's areas of responsibility are thoroughly researched and evaluated in order to comply with legislative intent, policy objectives of the government and the Department's interpretations of the law by discussing, examining and approving replies.

- 5 Controls information exchanges with foreign administrations, provincial and territorial revenue officials by thoroughly evaluating all requests by or to the Department to ensure that such exchanges are legally correct.
- 6 Maintains close liaison with officials of other departments and Central Agencies to ensure that input on legislative proposals is effectively presented and discussed so that legislation of negotiated agreements properly reflect policy.
- 7 Maintains close liaison with senior officials of foreign administrations, provincial and territorial officials to assist with exchanges of information, resolution of cases overlapping jurisdiction or legislative problems.

EVALUATION RATIONALE

Director, Provincial and International Relations

KNOW-HOW

- G Requires recognized mastery in professional accounting principals and practices of major areas of tax law, legal precedents, and legislative principals and legalities, with emphasis on provincial and international tax law and international social security agreements.
- II Through a staff of six professionals and in consultation with Branch colleagues, provides advice on problems in provincial and international tax law, participates in negotiating international tax treaties and social security agreements and federal provincial agreements, controls the exchange of information under treaties, negotiates or reviews proposed solutions to competent authority cases involving overlapping jurisdiction and to cases of dual coverage under social security legislation, and researches proposed legislative changes to ensure they are feasible.
- 3 Successful achievement of objectives requires the incumbent to motivate a small professional staff and to represent the Department effectively in negotiations with provincial and foreign tax specialists.
- 528 Middle number reflects complex and highly specialized subject area, requiring mastery of provincial, national and international tax law. The managerial challenge is conceptual rather than operational.

PROBLEM-SOLVING/THINKING

- F Thinking is within generally defined policies such as the objective of negotiating treaties within foreign countries, to prevent evasion, to exchange confidential information while maintaining the confidentiality of client files, and ensuring that treaties are in accord with the intent of fiscal and social policy makers.
- 4 Requires analytical and interpretive thinking in researching international or federal provincial problems, and developing and recommending mutually acceptable solutions.
- (50) Lower percentage reflects the degree of assistance available in the form of general instructions, practices and precedents.

ACCOUNTABILITY/DECISION MAKING

- F Reporting to the ADM, Legislative and Intergovernmental Affairs, the incumbent represents the Department in the negotiation of treaties with foreign countries and develops solutions to problems with constraints imposed by the government's fiscal and social strategies.
- 2P Primary impact on Directorate activities. The proxy selected to represent these activities is a salary and operating budget of \$105,200 (Constant).
- 264 Low number reflects constraints placed on the position through mandate for negotiations.

SUMMARY

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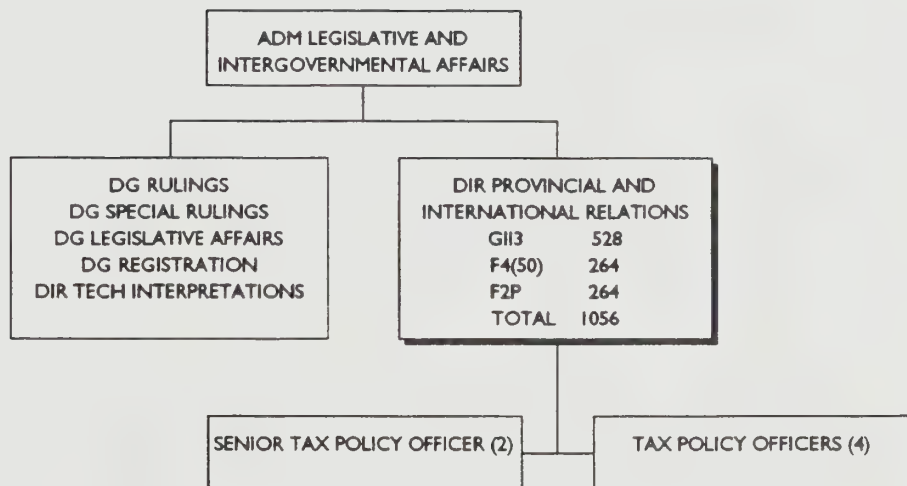
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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: L-5-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: L-4-A

POSITION TITLE: Director, Intergovernmental and Industry Relations

GENERAL ACCOUNTABILITY

Is accountable for the overall management of the Department's federal-provincial and international relations on multi-modal issues and liaison with industry; the negotiation and overall management of ERDA (Economic and Regional Development Agreement) sub-agreements, and other federal-provincial agreements which are multi-modal in character; for handling special projects or short-term, multi-modal policy issues of a non-strategic nature; and for the management of regional development initiatives involving more than one mode of transportation.

ORGANIZATION STRUCTURE

This is one of four positions at the third level reporting to the Director General, Coordination. The other three are: Director, Departmental Secretariat; Director, Crown Corporations Policy; and Director, Disabled Transportation.

Reporting to the Director, Intergovernmental and Industry Relations are six Senior Advisors with an additional six advisors, working on a matrix basis, responsible for relations with provincial and territorial governments, other departments, the transportation industry, governments of other countries, international organizations, and specialized agencies.

NATURE AND SCOPE

The Intergovernment and Industry Relations Division is responsible for coordinating the Department's response to multi-modal policy issues with provincial and territorial governments, foreign governments and international agencies, and the transportation and transportation-user industry. This requires decisions on issues having policy implications, promoting and safeguarding the interests of the Department and of the Government, and negotiating or supporting negotiations on behalf of the Department. It also requires the resolution of the sometimes conflicting requirements of federal, provincial, territorial, public, private and foreign government interests.

The Director must be aware of political and other factors which could influence decision making and must perform within constitutional constraints. The incumbent must be familiar with all Canadian legislation and regulations related to transportation as well as various international conventions such as the Hamburg Rules, the International Multi-Modal Convention (IMCO), the Warsaw Convention on the carriage of passengers and goods by air, and IMCO Liability Convention. The Director must have a good knowledge of national policies on such topics as economic and regional development, sovereignty, natural resources exports, Canadian content in resource development activities, regional disparity and native claims and rights.

The Director is responsible for providing advice to departmental executive and other senior departmental officials on federal/provincial/territorial implications arising from proposals on transportation and on industry reaction to proposals.

The Division coordinates the development of departmental positions on legislative and regulatory matters (short-term, multi-modal issues of a non-strategic nature) and conducts associated discussions and negotiations. The time-frame available for responses is invariably short and the need for delicate handling is critical.

In the context of short-term, multi-modal policy issues (non-strategic), several aspects of this function create challenges for the incumbent. They include the complexity of issues, frequently due to the multi-modal aspects of the projects; the rapid response requirements, necessitating quick and reliable judgment and a broad knowledge base; the high level to which policy input is provided (ADM, DM and the Minister); the need to stay well informed on departmental policies, issues and activities; and the requirement to work closely with others.

The Director General, Coordination is consulted regarding positions to be taken in provincial, territorial, interdepartmental and/or international meetings and in resolving major conflicts within the Department or with other departments or governments of both a substantive and jurisdictional nature.

The incumbent represents the Department at interdepartmental, intergovernmental and international meetings which deal with a wide variety of topics involving all modes of transportation. In order to effectively represent the Department and protect its corporate interest, the incumbent must possess excellent interpersonal skills and maintain a broad in-depth knowledge of transportation issues and priorities.

The incumbent must maintain close contact with the Air, Marine and Surface Groups, all policy directorates, the governments of other countries, the provinces, the territories, other departments, Crown Corporations, Industry Associations, and various international agencies.

DIMENSIONS (Constant Dollars)

	<u>Department</u>	<u>Division</u>
Person Years:	22,000	13
Salary, Operating and Maintenance Budget	\$243.7 Mil	\$166,160

SPECIFIC ACCOUNTABILITIES

- 1 Develops in consultation with the modal groups, the Department's response to multi-modal policy issues with provincial, territorial and foreign governments, international agencies, and the transportation and transportation user industry.

- 2 Provides advice on implications of transportation policies or programs, relative to other governments and/or industry reaction to these policies or programs, and the resolution of conflicts between and among these groups.
- 3 Acts as a focal point for departmental involvement in the Economic and Regional Development Agreement process, negotiations and the overall management of sub-agreements.
- 4 Maintains good working relationships with governments and industry, in order to provide a focal point for all external agencies in their dealings with the Department.
- 5 Acts on behalf of the Department at intergovernmental and interdepartmental meetings and committees on multi-modal transportation.
- 6 Assists in the timely development of departmental positions (short-term, multi-modal, non-strategic) in order to protect corporate interest where policies of other departments impact on the Department.

EVALUATION RATIONALE

Director, Intergovernmental and Industry Relations

KNOW-HOW

- F Extensive specialized knowledge of the Department's federal-provincial and international relations on multi-modal issues, and of liaison with industry and on departmental policies regulating the transport industry.
- II Conceptual coordination of the Department's external relations coupled with the internal coordination of the various units of the Division is required.
- 3 Successful achievement of objectives requires managing liaison, coordination and consultation activities with other departments, provincial and other countries' governments, international organizations and agencies.
- 460 High number reflects tendency to broad mastery in the degree of specialized knowledge required to address multi-modal transportation issues in intergovernmental and international context.

PROBLEM-SOLVING/THINKING

- E Thinking is done within policies and objectives of the Department and of the government in pertinent areas.
- 4 Evaluative and constructive thinking is required to analyze and formulate multi-modal policy positions.
- (50) Negotiate and manage agreements; negotiation of agreements is frequently accomplished within short time-frames.

ACCOUNTABILITY/DECISION MAKING

- E Work is guided by broad government and departmental policies and priorities. Direction is available from Director General, Coordination.
- 2P The position has a primary impact on activities of Division. The proxy selected to represent these activities is an operating budget of \$166,160 (Constant).
- 200 Middle number reflects authority to act on behalf of Department in negotiations affecting the transportation industry.

SUMMARY

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GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: L-4-A

